

81 01016 MISSION MODEL  
NEIGHBORHOOD  
CORPORATION

CHILD CARE  
CONSORTIUM

HIRING HALL

LEGAL DEFENSE FIRM

O BECA  
ARRIBA JUNTOS

HOUSING  
DEVELOPMENT  
CORPORATION

WHERE'S SOME  
OPEN SPACE?

NEIGHBORHOOD  
LEGAL ASSISTANCE

new

INSTITUTE OF GOVERNMENTAL  
STUDIES LIBRARY

DEC 29 1980

UNIVERSITY OF CALIFORNIA



81 01016

INSTITUTE OF GOVERNMENTAL  
STUDIES LIBRARY

FEB 10 2025

UNIVERSITY OF CALIFORNIA





HEY! QUE  
ES ESO?

A PEOPLE'S  
BALLOON

THERE IT IS AGAIN...  
...THE MISSION!

WOW!... LET'S  
LAND AGAIN...


LANGUAGE  
VOCATIONAL  
SCHOOL

CENTRO DE  
CAMBIO

SAINT  
PETER'S  
SCHOOL

NEIGHBORHOOD  
PHYSICAL  
DEVELOPMENT





Digitized by the Internet Archive  
in 2025 with funding from  
State of California and California State Library

<https://archive.org/details/C123315088>

M.M.N.C.

C.C.C.I.

M.H.H.

M.C.L.D.

M.H.D.C.

OBECA

M.R.C.

M.L. + V.S.

S.F.N.L.A.

S.L.H.

M.N.P.D.

C.D.C.  
M.M.C.

C.+E.C.

S.F.C.C.

S.F.U.S.D.

# MISSION MODEL CITIES 7475

C.S.U.S.F.

presented by:  
MISSION MODEL NEIGHBORHOOD CORPORATION

to:

MAYOR JOSEPH ALIOTO

SAN FRANCISCO MODEL CITIES AGENCY

SAN FRANCISCO BOARD OF SUPERVISORS

H.U.D.





April 8, 1971

The Honorable Board of Supervisors  
235 City Hall  
San Francisco, California

Ladies and Gentlemen:

....."the Plan provides a solid base for future accomplishments in a district that holds a distinct place in the historical and cultural heritage of San Francisco.

I urge your Honorable Board to Give Model Cities your highest priority and consideration. It has mine because of the promise it holds for so many of our residents."

Sincerely,

s/Joseph L. Alioto  
Joseph L. Alioto  
Mayor

March 12, 1974

Mr. Bobby Hodges, Chairman  
Bayview-Hunters Point Model Neighborhood Agency  
211 Industrial Way  
San Francisco, California 94124

Mr. Rudy Vasquez, Chairman  
Mission Model Neighborhood Corporation  
2922 Mission Street  
San Francisco, California 94110

Gentlemen:

....."I cannot recommend to the Board of Supervisors that we proceed with the funding allocations adopted by each community and with the existing administrative and organizational procedures unless we intend to bring the Model Cities program to an end when the existing funds are expended.

If these changes are not made I will recommend to the Board of Supervisors that the Model Cities program be phased out as the remaining funds expire."

Sincerely,

s/Joseph L. Alioto  
Joseph L. Alioto  
Mayor





### ACKNOWLEDGEMENT

There are literally a thousands people who have contributed to the making of this book. To those volunteers who devoted their time to set up a Comprehensive Five Years Plan for the Mission Model Cities Program, to each and every board member from all the non-profit corporations, advisory boards, task forces, to each and every Board of Director of the Citizen Participation Unit, to all Director and Coordinators of Programs, to each and every employee of the Mission Model Cities Program, to those who put in extensive hours of research to write this book, to our friends at the MCA, to all of you who have assiduously worked to serve the interest of this community, we wish to express our deepest thanks. Without your efforts, this book would have never been accomplished.

Rudy Vasquez, Chairman  
MMNC Board of Directors







## FOREWORD

This book, booklet, workbook--whatever you may wish to call it-- is about the Mission Model Cities Programs. It tells you how these programs have proven themselves by their ability to fulfill vital and most needed services to the Mission community. It explains how these services are being provided in the areas of Education, Manpower, Health, Housing, Child Care, Welfare, Immigration, Recreation, Legal--civil & criminal-- It presents to you the needs plaguing this community and narrates to you how the Mission Model Cities, as a comprehensive package has attempted to tackle these needs. It points out how the Mission interpreted the meaning of real, effective Citizen Participation as it relates to the community, as opposed to vague meaning of Citizen Participation as spelled out in the City Demonstration Act of 1966. It talks about how the City wishes to overturn the present Model Cities government structure and squeeze our programs out of the picture before the Community Development Programs take effect in the City. It informs you of present legislation being formulated in Washington in order to enable cities to continue these programs, and it provides you with alternative solutions to the present recommendations from the Mayor's office. It points out how unresponsive the City has been to the Model Cities Programs as a whole, and; Furthermore this book presents you A UNITED COMMUNITY POSITION. We would rather continue meeting the total human needs of the community for three additional months and run the risk of all going totally out of existence than give up our unified struggle to gain adequate ongoing funding for all our projects and continue selected programs at a reduced level of funding.







# CONTENTS

## PART I : OVERVIEW

- A. Background
- B. Status of Legislation at Federal Level
- C. Overview: New Federalism
- D. Self Evaluation: Program of Action

## PART II: COMMUNITY ACHIEVEMENTS & COMMUNITY NEEDS

- A. Model Cities Project by Project Accomplishments
- B. Activities Toward City-Wideness & Alternate Funding
- C. Present Mission Community Problems

## PART III: FACTS

- A. Fact Sheets
- B. Resolutions

## APPENDICES

- A. Boards of Directors
- B. MMNC Staff
- C. Haskin & Sells Letter





## **OVERVIEW**

**A. BACKGROUND**

**B. STATUS OF LEGISLATION AT FEDERAL LEVEL**

**C. OVERVIEW: NEW FEDERALISM**

**D. SELF EVALUATION: PROGRAM OF ACTION**





## BACKGROUND

The Model Cities Program was designed to concentrate public and private resources in a comprehensive five-year attack on the social, economic and physical problems of slum and blighted neighborhoods. The primary purpose of the Model Cities Program was then to upgrade the total environment of the Mission, and significantly improve the lives of the residents of this community. Furthermore, it was the City's responsibility to see that the improvements being made at the community level be kept, in order to contribute to the well-balanced level of the total metropolitan city. One important goal was to develop the capability of local government to deal with citywide problems similar to those faced in the MNA area. Residents from the community were to participate in the planning of the programs by identifying problems, and carrying out solutions in the form of programs. To assure folks of meaningful roles in improving their neighborhoods, they were to have direct access to the decision-making process; were to be given jobs to run programs, and to organize folks to really participate in government. The Model Cities process was not intended, however, to be an overnight cure for all the problems the community suffers. We were to make substantial improvements in the areas of Education, Housing, Employment, Health, Child Care, Welfare, Immigration, etc. in the MNA area over a five year period. The program was not intended to be an overnight cure for the community's problems, nor was it intended to be funded SOLELY ON FEDERAL HUD FUNDS. City, State, and Private monies were supposed to have been invited to participate. The Model Cities Program was not intended to be run by the City government; nor was it intended to be run by the residents---for the true success of the program it was intended that it be run by both parties, having the voice of the community, and the support of the City government. We, then, were to form a partnership, whereby residents and government worked hand in hand. The City must do its job; so must we. Both parties were to take responsibility, and assure that the programs identified by





the community and supported by the government were continued beyond the five year span. To this end, the MCA was supposed to have identified for us alternative sources of funds to continue our programs---especially those recommended by the community. We know that our community has done its share and has lived up to its commitment. The City, however, has not.





## STATUS OF LEGISLATION AT FEDERAL LEVEL

The President's new budget is the largest in history. This budget continues to accent the "New Federalism thrust" as shown by initiatives in Community Development, transportation, education and manpower. The Better Communities Act, which would provide \$2.3 Billion in bloc grants for Community Development is near the critical stage in Congress. However, the Administration is still firm in its intention to dismantle OEO and to end Model Cities and the Community Mental Health Centers Program.

The Senate Committee on Banking, Housing and Urban Affairs reported the Omnibus Housing and Community Development Act of 1974, which will now go to the full Senate. This will basically provides legislation enlarging and extending major housing and subsidy programs and consolidates community development activities.

In the House of Representatives, agreement was reached by the House Housing Subcommittee on the programs to be consolidated under the community development block grant, (urban renewal, model cities open space, neighborhood facilities and rehabilitation loans), the effective date (July 1, 1975) eligible recipients (units of local government and eligible activities. Members of the subcommittee agreed to report the bill up to the full Housing Banking and Currency Committee in March and enact legislation by this summer. (Barrett-Ashbey Bill)

### SUMMARY OF LEGISLATION:

#### Community Development and Housing

HUD funding would increase by \$3.5 billion in FY 75, but most of that gain turns on enactment of \$2.3 billion in community development block grants. More than \$1 billion may well remain impounded, while old programs, such as urban renewal, try to survive on stretched out funds during the transition to the New Federalism. The Administration's emphasis on Section 23 leased housing for low income families will put some \$640 million into a new approach to this successful assistance program, while the freeze continues in other housing programs.

#### Drug Abuse and Alcoholism

For the first time in six years of intensified effort to curb drug abuse, overall funding will be cut -- by some \$15 million. Drug prevention activities will lose \$55 million but spending for law enforcement, primarily by overseas agents, will go up \$40 million. Alcohol abuse funds will be slashed from \$218 million to \$100 million.





### Economic Development Administration

Funds for this agency's long-range economic development aid will be cut by almost a third, and the multi-state regional commissions would lose \$7 million.

### Education

Major elementary and secondary education programs, including impact aid, will be consolidated -- Congress willing -- into a block grant. Major programs for school districts would lose nearly \$500 million, more than half of that in emergency school aid. Assistance to students in higher education would nearly triple. The budget includes an FY 74 supplemental request for \$2.8 billion in advance funding for school districts so they will hereafter know how much to expect in federal aid before a school year begins.

### Energy

Emphasizing fuel supplies far more than conservation, the budget proposes \$2 billion in obligations for energy research and development under a five-year program to achieve national self-sufficiency. A Federal Energy Administration (FEA) would be created to coordinate such activities.

### Environment

Of the \$7 billion authorized for water pollution control construction grants in FY 75, the Administration will impound \$3 billion, bringing the total amount held back so far to one half of the \$18 billion Congress intended to be spent. On the other hand, the budget asks more money than last year for air pollution and noise abatement efforts. The program level for solid waste management and energy recovery will remain the same as last year.

### Health

Squeezed between growing demands for individual medical assistance payments and commitments to research in heart disease and cancer, some traditional public health programs will be cut or ended. Among the casualties are Hill-Burton hospital construction, mental health centers construction, maternal and child health programs, and aid to schools of public health. Block grants to state and local health departments will stay level at \$90 million. The Administration proposes to create new health planning and regulatory agencies in place of state and local comprehensive health planning councils, regional medical programs, and Hill-Burton agencies.





### Law Enforcement Assistance Administration

The Justice Department's portion of the LEAA budget will increase, but state and local \$733.1 million share will be at about the same level as this year.

### Manpower

Of next year's Labor Department budget, \$1.7 billion is slated for allocation to state and local activities under the 1973 Comprehensive Employment and Training Act (CETA), a key feature of the President's block grants program. The budget also requests a supplemental appropriation of \$250 million for public employment programs authorized under Title II of CETA in areas where unemployment is 6.5 percent or higher. Approximately \$300 million, a decrease from this year, is sought for summer youth programs, with levels to be determined by prime sponsors. No funds are requested for public service employment for the elderly.

### Office of Economic Opportunity

OEO is being dismantled, and no funds are requested for the agency in FY 75. All the programs within OEO have been transferred to other agencies, with the exception of Community Action Operations, which are being discontinued. Other OEO programs are being assimilated into HEW, HUD and the Labor Department. Authorizations for certain R&D programs, the Native Americans Programs, and Headstart expire in June, 1974.

### Transportation

The Department of Transportation's budget indicates a higher priority on mass transit than in previous years, an overall reduction in the commitment to urban highway programs and about the same level of funding for airport planning and construction as last year.

### Veterans

The budget provides an 8 percent increase or \$17 per month more to GI Bill users, which is less than a cost-of-living increase (cost-of-living is up 12.8 percentage points since the last GI Bill increase).

### Welfare and Income Security

The budget request for income security programs is \$15 billion higher than the amount spent in FY 74, largely because of a \$10 billion increase in social security payments, a \$2.2 billion rise in SSI payments, and a nearly \$1 billion jump in food stamp payments.



## OVERVIEW NEW FEDERALISM

To clearly understand what is currently happening in the Mission District and in other communities throughout the nation as regards to social and community programs, it is necessary to understand some fundamental changes in national legislation and in the federal government.

President Nixon was reelected in 1972 with an overwhelming majority of votes. Shortly after his inauguration, the Nixon Administration made good its promise to start a "New Federalism" : Special Revenue Sharing, General Revenue Sharing, the Better Communities Act and other pieces of legislation. These programs were designed to substitute the social and urban programs developed during Democratic Administrations of Kennedy and Johnson. Local governments and state administrators were to play a major role within the new federalism of the Nixon Administration. At the State and National level, many mayors, governors and senators thought that the new legislation was to give state and local governments additional dollars and more responsibility on how these funds were to be spent.

However, it soon became evident (as Watergate exploded) that while the old community programs were being dismantled (Model Cities, EOC, etc.) the new programs under the "new federalism" were either slow to come or inadequately funded to meet the social needs of the nation. Large city administrators began to realize that revenue sharing dollars were not new monies in addition to their categorical grants, but rather, smaller allocations of federal funds within an inflated economy.

In the Mission District, the cut of federal programs affected almost every single community program. Model Cities funds were considerably





reduced. EOC programs were drastically diminished. Every single community program receiving federal dollars had to cut services, lay-off personnel and stop its growth. Nevertheless, the Mission District was able to survive the first impact of this reduction in funds and keep its programs going at a reduced level with the hope that changes would occur in the Administration's legislation presented to Congress, and that support of the social and community programs by the Mayor and the Board of Supervisors would enable the programs not only to continue, but also, to expand.

Unfortunately, this has not happened. San Francisco is currently experiencing a fiscal crisis. Most revenue sharing monies received by the city have been used to beef up city departments' budgets and maintain the tax rate down. The Mayor's support for the Model Cities program has ebbed as funds have been reduced.

The Mission Community has fought hard battles to win its rights for child care, employment services, better housing, bilingual education, legal representation in courts, consumer protection, immigration services and counseling, language and vocational programs, health services, etc. These were not crumbs thrown by the city or the federal government, but were services needed and demanded by the community. Without regard to changes in the national legislation and/or the fiscal status of the city, there was a clear commitment to these programs three years ago by the federal agencies concerned (HUD, HEW, DOL, etc.) and locally by the Mayor and the Board of Supervisors. Our community still believes in those commitments.

KEEP THE MISSION PROGRAMS ALIVE!





## SELF EVALUATION COMMITTEE: PROGRAM OF ACTION

### BASIC PRINCIPLES:

1. Providing the maximum amount of needed Project services to the maximum number of Mission residents in the next action year.
2. Assuring that City Government honors the commitment made, and partnership formed with us five (5) years ago, that these services will continue after June 1974, even if Model Cities funds are gone.
3. Maintaining the present level of all project operations and funding from the Model Cities grants available to San Francisco for the coming year.
4. Assuring that Mission residents have a powerful voice in how any future federal money San Francisco receives will be used--particularly the different kinds of revenue sharing funds which have been approved, or are being considered by Congress.

### PURPOSE AND GOALS

1. To formulate an evaluation program that reflects the positive achievements and future needs of the Model Cities Program.
2. To develop a joint strategy among all the Model Cities Programs to secure their continuation and potential expansion.
3. To develop a plan for the next two years that will secure full funding for all programs in the Mission District based on a spirit of unity, and with the cooperation of the Mayor, based on his commitment to a five (5) year program.

### STRATEGIES

1. Each program should develop a statement of achievements with the following:
  - a) Brief background of the project
  - b) Statistical data on services provided
  - c) Cost
  - d) Unique or particularly successful aspects of the program
  - e) Public or private recognition; publicity, commendations, etc. should be included
2. Statement of future needs:
  - a) Future costs of project
  - b) Expansions or reductions within the project
  - c) Any other staff or programmatic changes
3. Explore alternative fundings:
  - a) Local    b) State    c) Regional    d) Federal





COMMUNITY ACHIEVEMENTS AND COMMUNITY NEEDS

- A. MODEL CITIES PROJECT BY PROJECT ACCOMPLISHMENTS
- B. ACTIVITIES TOWARD CITY WIDENESS & ALTERNATE FUNDING
- C. PRESENT COMMUNITY PROBLEMS





A.

MODEL CITIES PROJECT BY PROJECT ACCOMPLISHMENTS





## A. MODEL CITIES PROJECT BY PROJECT ACCOMPLISHMENTS

In this section we present a summarized review of what each project was supposed to do and what each has actually accomplished. Most of the information relates to accomplishments during the extended Second Action year of the Model Cities Program; however, if other periods of time are also covered it will be specified. The budget amount shown for each project represents the sum of money allocated for the existence of the project covering the period September 1, 1972 through June 30, 1974 or 22 months of operation.

PROJECT TITLE: Mission Education PROJECT NO.: 10-2-01

OPERATING AGENCY: S.F. Unified School District BUDGET: \$567,895

### WHAT THE PROJECT PROVIDES:

The Mission Education Program has different educational programs for Mission resident students. These consist of bi-lingual, tutorial and a Career Opportunity Programs. The Bi-lingual Program is designed to provide 260 children, grades 1 through 6, with an opportunity to participate in bi-lingual education at different public schools on or around the Model Neighborhood Area; the Tutorial Program is designed to assist 200 children in the Mission schools, with tutoring services to improve their academic standing; the Career Opportunity Program serves both, Mission and the Bayview/Hunters Point communities. It is designed to help college students with jobs offering a 4/4 program. That is, 4 hours work and 4 hours of school per day.

### PROJECT ACCOMPLISHMENTS:

The Bi-lingual Program has 3 centers open and is serving 180 children; the Tutorial Program has 8 centers open and is serving 400 children; and the Career Opportunity Program is providing jobs to 34 students from the Mission and the Bayview/Hunters Point communities.

PROJECT TITLE: Reading & Diagnostic Center PROJECT NO.: 10-2-02

OPERATING AGENCY: Mission Reading Clinic, Inc. BUDGET \$237,172 - HUD

### WHAT THE PROJECT PROVIDES:

The project provides an individualized program of reading instruction based on a thorough diagnosis of each student's skills and weaknesses in literacy. It offers academic encouragement to children by developing potentials for listening, speaking, thinking, reading and writing. This is accomplished by providing a health learning environment and realistic, attainable goals for children.

### PROJECT ACCOMPLISHMENTS:

Summer, 1972: A group summer session in reading for 120 student from 11 non-public schools of the Mission Neighborhood Area.

First Academic Year; 1972 - 1973: Individualized reading program for 125 students, (second through sixth grade). The average growth in reading achievement after 7 months instruction was 11 school months.



Mission Reading Clinic Accomplishments (Cont')

Summer, 1973: Individualized program extended to cover seventh and eighth grades. Average growth after 6 weeks instruction, 7.9 months.

Second Academic Year! 1973 - 1974: Increased enrollement to 176 students. Progress measurement scheduled for February 1974.

PROJECT TITLE: Mission Childcare PROJECT NO.: 15-2-01

OPERATING AGENCY: Mission Childcare Consortium BUDGET: \$279,345 - HUD  
Inc.

## WHAT THE PROJECT PROVIDES:

The Mission Childcare Consortium provides bi-lingual-educational daycare services for pre-school and school aged children of Model Neighborhood residents who need these services to remain employed or to accept training that would lead to employment.

## PROJECT ACCOMPLISHMENTS:

At present there are six day care centers in operation in the Model Neighborhood Area serving about 170 children. The childcare centers also provide a health service program in which the children receive a basic physical examination prior to entry plus a visual and dental examination, and immunizations. Also, there is a nutritional program by which children are provided with breakfast, lunch and two snacks per day. Each childcare center has a social worker who assists parents in economic health, housing, welfare, and other domestic problems. One of the centers specializes in servicing battered children and their families through intensive and comprehensive family care.

PROJECT TITLE: Consumer Advocate PROJECT NO.: 15-2-16

OPERATING AGENCY: S.F. Neighborhood Legal BUDGET: \$19,504 - HUD  
Assistance Foundation, Inc.

## WHAT THE PROJECT PROVIDES:

The Consumer project provides technical assistance in the area of consumer protection and consumer rights to Model Neighborhood residents. It refers residents with legal consumer problems to the San Francisco Neighborhood Legal Assistance Foundation so that they may be properly represented by an attorney. The project also represents consumers in negotiations with merchants and advises them on proper courses of action.

## PROJECT ACCOMPLISHMENTS:

In its first year of operation the project served 300 residents, not counting "advice" only cases. Out of these 300 cases, 91 have been resolved favorably, 15 unfavorably 79 have been classified as "moot" cases and the rest are pending. The project has also held over 36 consumer committee meetings to inform and involve Mission residents on consumer affairs.





PROJECT TITLE: Mission Neighborhood Physical Dev. PROJECT NO.: 16-2-01OPERATING AGENCY: S.F. Park and Recreation Dept. BUDGET: \$29,941 - HUD

## WHAT THE PROJECT PROVIDES:

The project provides Model Neighborhood Youth with indoor and outdoor recreational facilities. It sponsors monthly sport championships; educational films and guidance on how to prevent drug abuse; first aid service for minor injuries; counseling and individual contacts with parents, youth and law enforcements agencies.

## PROJECT ACCOMPLISHMENTS:

In its first year of operation the project has enrolled over 870 youth in its different sport activities. The monthly championships are being participated by over 150 youths; 19 teams in different sports have been organized. These involve an average of 40 youth per team; 20 films on drug abuse have been shown plus 27 other films on such topics as sports, culture, education and comedy. In cooperation with Centro Latino, the project offers daily breakfasts to youth throughout the year and free lunches during the summer.

PROJECT TITLE: Community Hiring Hall PROJECT NO.: 20-2-02OPERATING AGENCY: Community Hiring Hall, Inc. BUDGET: \$148,169

## WHAT THE PROJECT PROVIDES:

The Mission community Hiring Hall provides Model Neighborhood Residents with opportunities for employment by an active and resourceful job opening program. The project also refers those individuals rejected from jobs due to lack of skills and those who are found to be deficient in English speaking ability to the Referral and Follow-Up Project for counseling and placement in the appropriate training centers.

## PROJECT ACCOMPLISHMENTS:

During the Second Action Year the project interviewed over 2,640 Model Neighborhood Area residents, looking for jobs. Out of this total, 193 were placed directly on jobs with private companies and another 60 were placed on Model Cities related jobs. The project also referred 194 unemployable persons to the Referral and Follow-Up Project for further screening and training placement.

PROJECT TITLE: Language Center PROJECT NO.: 20-2-04OPERATING AGENCY: Mission Language and Vocational School, Inc. BUDGET: \$507,011

## WHAT THE PROJECT PROVIDES:

The Mission Language & Vocational School provides instruction in the English Language and refresher courses in certain business skills such as typing and mathematics, to unemployable referrals from the Referral and Follow-Up Project. The project experiments with new methods of teaching English as a second language to better help its students remove barriers to employment.



MISSION LANGUAGE & VOCATIONAL SCHOOL (Cont')

## PROJECT ACCOMPLISHMENTS:

The Project has trained the following number of students:

First Action Year;	1971 - 1972:	108 Students
Second Action Year;	9-1-72 - 2-1-74:	128 Students

The project presently has an additional 41 students enrolled due to graduate in June 1974.

PROJECT TITLE: Minority Contractors PROJECT NO.: 20-2-01

OPERATING AGENCY Mission Minority Contractors, Incorporated BUDGET: \$168,770 - HUD

## WHAT THE PROJECT PROVIDES:

The project provides Mission Minority Contractors with an opportunity to join the association to enable them to bid on larger and more numerous construction jobs. This is accomplished by locating contracting opportunities throughout the Bay Area, and assisting contractors in estimating construction projects, and bid packaging. The association also provides member contractors with a bond program that guarantees the completion of jobs.

## PROJECT ACCOMPLISHMENTS:

The project has secured an agreement with the American Bonding Company guaranteeing portions of bonds issued to members. It has also secured an agreement with Crocker National Bank that provides the association with \$500,000 credit for working capital loans. During the extended period of the Second action year (since July 1, 1973) the project has contracted 19 construction jobs with a gross value of \$964,313. In addition it has made 16 loans to member contractors worth a total of \$220,900.

PROJECT TITLE: Legal Assistance PROJECT NO.: 20-2-05

OPERATING AGENCY: S.F. Neighborhood Legal Assistance Foundation BUDGET: \$65,097

## WHAT THE PROJECT PROVIDES:

The Legal Assistance Project provides legal services to those seeking employment under the Mission Model Cities Manpower Program and to other Mission Model Neighborhood residents. The legal services provided center on immigration status barriers, arrest and conviction records, discrimination in employment and administrative hearings.

## PROJECT ACCOMPLISHMENTS:

Since its beginning the Legal Assistance Project has served about 400 Model Neighborhood residents, either referred through the Model Cities Manpower Program or walk-in residents referred by word-of-mouth or other job development programs. In addition, the project attorneys have worked in cases related to employment practices which indirectly affect other Model Neighborhood Area residents.





PROJECT TITLE: Economic Development PROJECT NO.: 21-2-01  
OPERATING AGENCY: Latino Local Development Corporation BUDGET: \$10,000 - HUD

## WHAT THE PROJECT PROVIDES:

The Economic Development Project had two phases. Phase I and Phase II. Phase I is a community education and planning stage. It is to familiarize and inform Model Neighborhood residents of economic strategies and policy and utilization of this information. Phase II would depend on the strategies and policies developed Phase I.

## PROJECT ACCOMPLISHMENTS:

Phase I has been implemented but phase II remains to be implemented due to lack of funds.

PROJECT TITLE: Mission Housing PROJECT NO.: 30-2-01  
OPERATING AGENCY: Mission Housing and Development Corporation BUDGET: \$850,861 - HUD

## WHAT THE PROJECT PROVIDES:

The Mission Housing Development Corporation provides Mission residents with low interest loans to rehabilitate their homes. It also provides down payment assistance to those wanting to buy a home but unable to do so due to lack of funds. The project is negotiating with HUD to provide new housing for the inner Mission. In addition, the project is preparing a Mission Master Plan on the physical structure and present needs of the neighborhood.

## PROJECT ACCOMPLISHMENTS:

Since its inception the program has served about 450 persons on its Rehabilitation Program. The services provided varied from simple advice and referral to full grant/loan rehabilitation.

## a) Grants:

40 Flat grants totaling \$115,710  
41 Incentive grants totaling \$65,147  
7 Interest subsidy totaling \$2,786

## b) Loans: Crocker Bank at reduced 7% interest rate

38 Loan sponsorships totaling \$126,725  
4 Through other banks totaling \$12,390



Mission Housing Development (Cont!)

## PROJECT ACCOMPLISHMENTS:

In the Homeownership Program the project has approved 9 loans through SAMCO totaling \$280,950. In addition, five (5) downpayment grants have been awarded totaling \$7,000 and three (3) homeownership rehabilitation grant totaling \$6,687.

The Mission Housing Development Corporation has received feasibility letters from HUD for two housing projects totaling 89 units. The Apartamentos de la Esperanza Project (39 units) and the Betel Apartments Project (50 units).

The Mission Housing Development Corporation has acquired 5 buildings with a total of 20 housing units. These buildings are being rehabilitated to be sold as condominium apartments to Mission residents in the near future.

The Mission Master Plan is due to be completed in February 1974. The Master Plan will be reviewed in its entirety by the City Planning Department; endorsement of the plan by this department is expected and it is hoped that it will be the basis for future city policies towards the inner Mission.

PROJECT TITLE Drug Overdose PROJECT NO.: 40-2-01  
OPERATING AGENCY: MMNC, St. Lukes Hospital, BUDGET: \$3,000  
Centro de Cambio

## WHAT THE PROJECT PROVIDES:

The Center provides drug assistance service 24 hours a day. Individuals suffering from drug overdose are taken to St. Luke's Emergency drug treatment section. Project staff arrange with the patient, family and/or friends for follow-up to try to rehabilitate the patient from his drug problem. As a contribution to the project St. Luke's Hospital provides specialized physicians service at hospital expense.

PROJECT ACCOMPLISHMENTS:

The Drug Overdose Project has treated over 300 patient for drug overdose since its inception. A majority of them have been provided with follow-up services for rehabilitaiton.

PROJECT TITLE: Immigration & Naturalization PROJECT NO.: 40-2-02  
OPERATING AGENCY: Mission Model Neighborhood BUDGET: Under Citizen Participation  
Corporation

## WHAT THE PROJECT PROVIDES:

The Immigration and Naturalization Project provides Mission residents from foreign countries, with information, referral and orientation about immigration and naturalization matters. It helps them with preparation of forms, transactions, interpretation and notarization of legal documents. The project also provides citizenship classes to those qualified residents interested in becoming United States citizens.





IMMIGRATION & NATURALIZATION (Cont')

## PROJECT ACCOMPLISHMENTS:

Since its inception the project has served about 634 clients. The services provided range from counseling and visa extensions to reclassification of students and tourist visas and the securing of permanent residency. The project through the citizenship classes has helped 440 residents become United States Citizens. The on-going class presently has 18 students enrolled.

PROJECT TITLE: Welfare Project PROJECT NO.: 40-2-01

OPERATING AGENCY: Mission Model Neighborhood Corporation BUDGET: \$20,000 - HUD

## WHAT THE PROJECT PROVIDES:

The Welfare Project provides welfare recipients living in the Mission Community with guidance and training regarding their rights and obligations on welfare matters. This includes, referrals, supportive services and information to welfare recipients who contact the project.

## PROJECT ACCOMPLISHMENTS:

A bi-lingual booklet has been prepared explaining how welfare programs work. This booklet is given free of charge to those who request it. Also, a bi-lingual booklet explaining the new Social Security Insurance Program (SSI) has been prepared by the project and distributed to the various social agencies within the community.

The project has also held welfare workshops to inform Mission residents and answer their questions on welfare.

PROJECT TITLE: Community Law Firm PROJECT NO.: 17-2-01

OPERATING AGENCY: Mission Community Law Firm Inc. BUDGET: \$20,000 - HUD

## WHAT THE PROJECT PROVIDES:

The Mission Community Law Firm provides legal counseling to those charged with criminal offenses. This includes: court representation, attorney referrals, probation hearings; legal research. The project also provides assistance on civil matters of community concern, drug diversion assistance, and teaches law classes to interested Mission Model Neighborhood Area residents.

## PROJECT ACCOMPLISHMENTS:

In its first six months of operation the project has assisted over 250 clients on matters of counseling, referral and legal advice. Attorneys for the project have made over 150 court appearances. Compared with the data in the Annual Report of the Public Defender's Office, (1972) the Mission Community Law Firm showed significantly fewer "guilty" judgments, few clients sent to prison, more probation and more "not guilty" findings and dismissals on a relative scale.



PROJECT TITLE: Referral and Follow-Up PROJECT NO.: 20-2-03OPERATING AGENCY: OBECA/Arriba Juntos, Inc. BUDGET: \$236,794 - HUD

## WHAT THE PROJECT PROVIDES:

The project provides unemployable referrals received from the Hiring Hall with counseling to determine their needs. Once needs have been determined the individual is provided with supportive services such as health examinations, legal advice, driver's training, welfare assistance, housing assistance, clothing and childcare. The referral is then sent to the Mission Language and Vocational School for English training or other training programs under OBECA/Arriba Juntos, such as Wells Fargo Bank Training or Safeway-ESL or Pacific Telephone and Telegraph Company. The project also provides follow-up services to individuals who have been placed on jobs by the Model Cities Manpower Program to help them remain on the job.

## PROJECT ACCOMPLISHMENTS:

During the second action year the Referral and Follow-Up Project counseled and placed in training programs, 194 Hiring Hall referrals; it also provided follow-up services to 155 persons that had been placed on jobs after going through the Model Cities Training Program.

PROJECT TITLE: Citizen Participation PROJECT NO.: 40-2-01OPERATING AGENCY: Mission Model Neighborhood Corporation BUDGET: \$442,687

## WHAT THE PROJECT PROVIDES:

The Project provides a vehicle by which the needs and views of the Mission Neighborhood Residents are expressed and reflected in the planning and implementation of Model Cities Programs in the Mission.

The Mission Model Neighborhood Corporation, the operating agency for the project, sets policy for the Model Cities Program. This includes: to define and set priorities for the program; define and set strategies to deal with problems as they arise or are anticipated; it reviews and approves contracts with agencies contracted to operate Model Cities programs and the City. The project monitors and evaluates project performance; it also provides supportive services to Model Neighborhood Area residents. This includes: distribute information throughout the community about the Model Cities Program; translation services to groups and individuals for whom language is a barrier; free income tax services; prepares community workshops in all Model Cities Programs and legislation to keep Mission residents and decision makers informed on the different areas of the program.

The Mission Model Neighborhood Corporation is also operating the Work Study Program, the Cultural and Equipment Center Project, the Immigration and Naturalization Project and the Welfare Project (see the previous page for these latter two projects).

The Work Study Program provides Mission resident college students with part-time jobs to help them work their way through college. Presently, 24 students are participating in the program. The Cultural and Equipment Center provides teaching equipment and cultural material to 27 neighborhood schools to improve their teaching methods for neighborhood residents.





**B.**

ACTIVITIES TOWARD CITY WIDENESS & ALTERNATE FUNDING



B. ACTIVITIES TOWARD CITY-WIDNESS AND ALTERNATE FUNDING

Manpower. The Mission has completed preparation of a comprehensive Manpower package that includes the Hiring Hall, the Mission Language and Vocational School and the Referral and Follow-Up, (OBECA/Arriba Juntos) Projects. The study was presented to the Planning Committee of the Manpower Planning Council on the 18th of January, 1974. This will be followed by a concrete proposal for funding to the Manpower Area Planning Council as soon as proposals are accepted by that body. In recent weeks the President has signed into law the Special Revenue Sharing legislation for Manpower programs. This will provide block grants to local government to conduct Manpower programs on a priority basis.

Daycare Consortium. Negotiations were conducted with the Department of Social Services over contract consideration and the necessity of staff cutbacks in the administration and staffing of the childcare centers. It is possible that the Department of Social Services could share costs in those areas where the Department of Housing and Urban Development supplemental money has provided for 100% funding in the past.

At another level, Proposition M passed in the last local election. The voters approved in principle the provision which would grant childcare services to all who desired and needed such services in San Francisco. As a first step, the Childrens' Council (an outgrowth of the Ad Hoc Childcare Committee) was formed. The Council was granted \$30,000 out of General REvenue Sharing funds to conduct a needs assessment of childcare services in San Francisco.

The Battered Child Project received \$90,000 from the Rosenberg Foundation to carry out training, development, and coordination on a city wide basis in the area of child abuse and related problems.

MISSION READING CLINIC. The Mission Reading Clinic has submitted various proposals for funding to private and public agencies. The most promising is Health, Education and Welfare's ESAA funds. To date, no definitive response has been received from any of the sources explored. The project presently has enough funds to operate until the month of May, 1974.





Mission Neighborhood Physical Development. In a meeting on September 27, 1973, Mr. Misuraca of the Recreation and Park Commission led project staff to believe that \$50,000 would be forthcoming from the Commission to run the project during fiscal year 1975. It was only later that the project learned that its request for funding had been turned down. Mr. Caverly General Manager of the Recreation and Park Commission, explained that it was not Commission policy to fund private agencies. While the matter has not been fully resolved to the neighborhood's satisfaction, prospects do not look promising for the project that provides recreation opportunities for 870 youth in the Mission.

Mission Education Project. A contract of \$213,000 was signed with the San Francisco Unified School District for the current school year. In addition to the 8 bilingual classes funded by the San Francisco Unified School District at the urging of the Mission, \$34,000 for para-professional aides was provided to the bilingual project from E.S.A.A. funds. The school district is also paying the salaries of a program writer and program coordinator in connection with the project (\$33,000). The bilingual program mentioned above is in addition to the Model Cities program which funds 3 Filipino and 5 Spanish speaking bilingual classes in the Mission.

Alternative Funding. The Mission Legal Defense Project has received a grant of \$1,600 on its proposal to the Levi-Strauss Company, contingent on a matching grant by the CDA. If this is received, there is a firm possibility of an additional matching grant in June. The Mission Reading Clinic submitted 10 proposals to local and state foundations. In addition, the Drug Abuse Program connected with St. Lukes Hospital and was able to leverage \$17,000 from \$3,000 of supplemental funds. The Battered Child Project was awarded a \$90,000 grant to carry out its work on a city-wide basis.



C.

PRESENT COMMUNITY PROBLEMS





### C. PRESENT MISSION COMMUNITY PROBLEMS

In this section we make a quick review of the social ills affecting our community that force the majority of our citizens to live in substandard conditions. It is extremely important for residents of the Mission to realize these ghetto conditions that affect not only their personal lives but also the lives of their children and probably their children's children. We must struggle for our right of a decent living standard as citizens and as human beings that we are:

The problems discussed below are not listed in any order of priority.

#### EDUCATION

The education problems in the Mission community begin at the pre-school and elementary school levels and compound themselves at the junior and senior high school levels. The multi-cultural, multi-racial, and multi-lingual children in the Mission are educated in a school system unable to adapt to their cultural differences. Inflexible allocations and administration of funds ties teaching and curricula to rigid programmatic approaches that preclude innovation or adaptation to the needs of children in the Mission. Teachers and administrators in Mission schools, the vast majority of whom are Anglo middleclass Americans, fail to relate to or successfully deal with the racial, cultural, and linguistic diversity of Mission students. This inability to relate, in addition to the apparent lack of concern of the school system to train educators in the needs of these school children, leads to alienation and frustrations for both school personnel and students. Inadequate funds resulting from a lack of priority consideration for poor and/or non-Anglo communities, as well as budgetary constraints on the San Francisco Unified School District, perpetuate and increase the inadequacies of the physical plants in the Mission District.

The following list summarizes the major problems:

1. The education system serving Mission students is inadequate to meet their needs. Designed for Anglo middleclass students, the school system is not adapting to the cultural and linguistic diversity of the Mission.



2. Elementary schools are overcrowded, overenrolled, and facilities are inadequate.
3. Junior and senior high schools lack inadequate teaching programs, counseling and job placement services, and drop-out and absentee rates are high.
4. Mission schools are consistently below the City average in achievement indices. Few attempts are being made by the school district to adapt the curriculum, teaching methods, and physical plant facilities to the needs of the area.
5. Private schools in the MNA are struggling with inadequate financial resources.

#### HEALTH

Due to the high cost of medical care most Mission residents find it very difficult if not impossible to afford private medical care. Thus, a large section of the Mission population must depend upon public health facilities. But most health facilities in the neighborhood are overcrowded with limited resources and, thus, provide seriously difficult service. Specifically, the most pressing health problems the Mission has are the following:

1. Insufficient and inefficient facilities to treat alcoholism and drug addiction.
2. The tuberculosis rate for the Model Neighborhood Area is more than twice that for the City, according to the 1969 statistical report of the San Francisco Department of Public Health.
3. The rate of deaths from cirrhosis of the liver (mainly from alcoholism) is 50% greater than other districts, (from the same report).
4. Heroin addiction has become a major problem.
5. Dental care for low income families is almost non-existent.

#### SOCIAL SERVICES - CHILDCARE

It is essential for low income working parents or for parents receiving training that may lead to employment, to have available to them quality childcare services. These childcare services are



seriously lacking in the MNA. The problem of childcare facing low income families in the MNA is underscored by the following statistics from the California Manpower indicators from the 1970 census:

1. 50% of the families in the MNA received incomes under \$7,354 per year. About 2,124 or 18.5% of the families received less than the poverty level.
2. Within the MNA there are 5,575 children under six years of age; 4,112 children between the ages of 6 - 9; 1,502 children between the ages of 10 - 11.
3. Within the MNA there are 3,597 families with children under six years of age; 2,708 families are 2 parent families, 27 families are male head of households only and 862 are female head of households only.

The shortness of childcare centers is so acute that current waiting lists for existing childcare programs average more than one year long.

#### RECREATION

Serious problems exist in regard to providing additional recreational facilities in the Mission District. Vacant land is scarce and whatever land there is, recreation must compete for the land with the acute housing shortage that exists in the area. The major recreational concerns are:

1. Lack of recreational outdoor facilities and inadequate staffing and maintenance of those that exist.
2. Lack of indoor facilities. The ones that exist are for the most part shabby and run down or privately owned.
3. A growing young population that needs space to play and let off steam.

#### CRIMINAL AND LEGAL DEFENSE

The Mission community suffers from criminal activity which can be considered "crimes of frustration," directly related to the social and economic problems of the area. The community is alienated from criminal justice institutions. The criminal justice system, due to its nature of apprehending and prosecuting criminal offenders, addresses symptoms rather than causes of criminal behavior. Mission residents view their relationship to





the system as one of oppression and harrassment. The number and types of crimes committed in the Mission District reflect the frustrations of a community which lacks significant employment, recreational, and educational opportunities.

The following list summarizes the problems:

1. There are few minority or resident police officers assigned to the Mission.
2. Contacts between minorities, especially youth, and the police are frequently antagonistic with instances of police harrassment against the minorities and youth.
3. Increases in robberies and muggings lead to demands for more police protection.
4. The police are themselves confused by the contradictory demands placed upon them.
5. Community leaders have been unable to resolve the conflicts within the community over the behavior and role of the police.
6. Youth distrust the Youth Guidance Center and do not recognize it as a youth-serving institution.

#### MANPOWER-EMPLOYMENT

Over the last decade heavy industry has been moving out of San Francisco, particularly the Mission District leaving sections abandoned and blighted and leaving residents of the MNA (especially minorities) excluded from the skilled job market (white collar jobs). Among the factors contributing to severe unemployment in this area are: lack of necessary education and skill level to compete for jobs, lack of mobility, lack of day care facilities, cultural problems, exclusionary practices of unions and civil service and language barriers.

Underemployment and poverty in the Mission are intimately related to the kind of economic activity that predominates in the neighborhood. Poverty among persons living in the Mission who are able to work is more a consequence of the kinds of jobs available to them than a scarcity of jobs. Poverty and underemployment in the Mission appear to be consequences of what some economists have called a "secondary labor market." "Secondary" jobs are characterized by one or more of the following features:



pay less than \$2/hour; require no skill, experience, education, or credentials; offer no opportunity for advancement; poor working conditions; arbitrary work rules; unstable employment; and low social status. Many of these jobs are found in parts of the service and retail trade sector and in apparel manufacturing--sectors which predominate in the Mission.

The following statistics from the 1970 census underscores the problem of unemployment and underemployment in the Mission District.

1. 44.8% of the population in the Mission District is of Spanish surname. Over 60% of this population is foreign born and over 16% has immigrated in the last 5 years.
2. Over 17% of the families and about 40% of the unrelated individuals have incomes below the poverty level.
3. HRD serves only 30% of the men and 17% of the women looking for work. It has particular problems assisting immigrants, youth and unskilled persons.
4. Employment in low pay, low status occupations is 21.7% for Whites, 18.6% for Blacks, 30.4% for Spanish surnames and 24.9% for others.

#### ECONOMIC DEVELOPMENT

One of the main objectives of economic development in the Mission District should be to encourage and stimulate the development, expansion and retention of industries and businesses in the Mission District in order to provide the maximum choice and number of high paid jobs to Mission District residents. This will not only help to alleviate the chronic unemployment situation in the District but will also broaden the economic base of the community. Any industrial or commercial development program in the Mission District should preserve and protect the environmental characteristics and cultural richness and diversity of the District.

Economic activity in and around the Mission is characterized by a large number of small enterprises which provide a significant portion of the total employment opportunities in the area. Of the nearly 2,700 business firms employing 30 to 3,500 persons in and around the Mission, 71% of them employ less than five persons, yet they contribute about 20% of the total number of jobs in the area. Alternatively, nearly 38% of the firms employ less than ten persons and provide a little more than 25% of the employment.





Local ownership/management is most common among the small businesses employing less than five persons. Of the 50 firms employing more than 100 persons, none are owned or managed by persons living in or near the Mission. At most 10% of the firms employing between 5 and 100 persons are locally owned or managed.

Past studies and experiences both from small businessmen and people that help small businesses bear out the following major economic problems:

1. The lack of technical ability to employ efficient business methods or lack of manager know-how.
2. The unavailability of loans, tight money, high interest rates, and high insurance costs.
3. BART has already begun to inflate land values and will most likely cause the replacement of locally owned residences and businesses with expensive shops and apartments.

The small businessmen in the Mission District need technical assistance in the following areas:

1. To conduct market analyses identifying sectors of the market where capital concentration allows competition;
2. To assess business method information to improve small business practices;
3. To develop the bilingual abilities and/or licensing capabilities of new immigrants with previous business skills;
4. To organize small businessmen into cooperatives in order to pool their resources, purchase at lower costs, and share advertising expenses.

#### HOUSING.

The inner Mission suffers of an acute housing shortage and overcrowding. In statistics published in 1970 by the Stanford Community Development Study, 13% (27,772) inner Mission housing units were overcrowded compared to 7% for San Francisco as a whole. The majority of the inner Mission (IM) residents (79%) live in multi-family units. They face overcrowding and substandard housing conditions. Other related statistics that underscore this problem are:



1. 17,600 or 80% of IM housing unit need repairs to some degree not counting about 2,907 hotels in the area that are in deteriorated conditions.
2. In 1970, 8,932 inner Mission households paid more than 25% of their income in housing, a figure which has surely risen as units have gone up.
3. 2,947 or 14% of the total number of housing units in the inner Mission are "home-owned" units compared to 97,036 or 33% for the City as a whole. This statistic underscores the inability of people in the area to buy their own homes.





G

## FACTS

A. FACT SERIES

B. RESOLUTIONS





A

## PROJECT FACT SHEETS

<u>Project</u>	<u>Color</u>
Mission Model Neighborhood Corporation	Buff
Economic Development	Blue
Mission Reading Clinic	Violet
Mission Housing Development	Green
Mission Hiring Hall	Brown
S.F. Neighborhood Legal Assistance	Gold
Mission Language & Vocational School	Salmon
OBECA/Arriba Juntos	Yellow
Mission Contractors	Pink
Mission Child Care Consortium	Blue
Consumer Advocate	White
Mission Community Legal Defense	Pink
Mission Neighborhood Physical Development	Salmon



## FACT SHEET

PROJECT: Mission Model Neighborhood Corporation (MMNC)  
ADDRESS: 2922 - Mission Street, San Francisco, Ca. 94110  
PHONE: 282-4100  
DIRECTOR: Ramon A. Barbieri  
TASK FORCE: All Task Forces

### Board of Directors

The Board of Directors of MMNC is composed of 21 members of whom 14 are appointed by the Mayor of San Francisco from a list submitted by the Mission Coalition Organization (MCO) and 7 are appointed by the Mayor from the wider community. Quorum constitutes 11 members of the Board of Directors. Each Director will hold office for one year. The board meets twice a month.

### Rational of Project

The primary function of MMNC is to assure that the needs and views of the Mission Neighborhood Areas residents are reflected in the planning, implementation & explanation of the Model Cities Programs.

Specifically:

- A) Development of Citizen Participation in Model Cities Program.
- B) Develop residents skills for employment with other agencies.
- C) Develop community voice with the Mayor, Board of Supervisors, Model Cities Agency & Other existing agencies.

### What does MMNC Provide

Specifically, MMNC will:

1. Define and set problem priorities for the Mission Model Cities Program.
2. Define strategies for addressing those problems.
3. Review and approve contracts with the operating agencies.
4. Monitor and evaluate performance of the operating agencies.
5. Administer projects which may later be spun-off to other existing agencies or newly created projects which will be operating in the future on an independent basis.
6. Provide supportive services to MNA residents on an individual basis. These services include:
  - (a) Information throughout the community about the Model Cities Programs.
  - (b) Immigration counseling and assistance to persons whose immigration problems are a barrier to Participation.





- (c) Translation services to groups and individuals for whom language is a communication barrier.
- (d) Welfare referrals.
- (e) Education services - Work-Study for College Students
- (f) Income Tax Service.
- (g) Typing, reproduction of materials, for Community Organizations and individuals.
- (h) Prepares Community Workshops in all areas of Model Cities Programs and legislation to keep the community informed on the latest developments.

MMNC has been involved in a series of tasks from organizing residents on issues affecting their lives to the planning, monitoring and evaluating process of the Model Cities Program. Citizens have participated in task forces in area of Housing, Employment, Education, Child Care, Recreation, Legal, Health, Consumer, Welfare, Immigration etc. From July on, we have held series of workshops in the area of Manpower, Welfare, Housing, Child Care and lately a Free Tax Clinic. Moreover, we have helped individual programs in identifying alternative funding sources to continue their programs beyond Model Cities Funding.

#### What is the Future

Should there be a Citizen Participation mechanism in the present legislation of Community Development Program, we expect that Citizen Participation Process be continue and its funding should be specified in the Better Community Act, Special Revenue Sharing or any other funding legislation which will replace present community development programs.

#### How much it Costs

22 months Budget, including funds for Welfare, Immigration, \$ 442,682  
Cultural & Equipment Center.

MMNC  
3/18/74  
RAB/ams



## FACT SHEET

PROJECT: Immigration & Naturalization Pilot Project  
ADDRESS: 2922 Mission Street, S.F. CA 94110  
PHONE: 282-4100  
COORDINATOR: Miguel Quiroz

### Board of Directors

This program is administered by Mission Model Neighborhood Corporation (MMNC). Policy impact comes from the MMNC Board of Directors.

### Rational for Project

The Immigration and Naturalization Project has been fully operational since April 1973. This project has provided orientation and information to Spanish speaking immigrants and residents of the Mission Model Neighborhood Area and the Mission Community as a whole.

### What does the Project Provide

Specifically, Mission Immigration & Naturalization Project will:

- Provide information, referral and orientation about immigration & naturalization matters.
- Preparation and the filling out of forms
- Translation, interpretation and notarization of legal documents
- Counsel and encouragement is also provided in critical situations.
- Citizenship classes

### What Has Been Accomplished

To date, the project has served 634 clients. The services range from counseling and visa extensions, to actual re-classification of student and tourist visas and the securing of permanent residencies. We are in the process of writing petitions to the Congressmen from the State of California in Washington D.C. to the effect that a special legislature be passed so that examinations for citizenship be given in Spanish to Spanish speaking persons over 60 years of age and with more than 10 years of residency in the United States.

The Immigration Project, through the citizenship classes, has successfully naturalized 145 persons. 18 students are currently enrolled in classes to become citizens.

### What is the Future

The Immigration and Naturalization Project has provided a much needed service to residents of the Mission Community. If Model Cities is phased out, other funding sources may be through Revenue Sharing Funds or through other existing governmental agencies. It is important that this project continue its services for the benefit of the Mission Community.



How Much it Cost

The Project does not have a separate budget. It is part of the services provided by the MMNC.

Task Force

The Immigration and Naturalization Taskforce acts as a direct link between the Immigration Project and the MMNC. Its functions are to plan, monitor and evaluate the services and activities of the Immigration & Naturalization Project.





## FACT SHEET

PROJECT: Mission Welfare Pilot Project  
ADDRESS: 2707 Folsom Street, S.F. CA 94110  
PHONE: 647-3140  
COORDINATOR: Mima Parsons

### Board of Directors

This program is administered by Mission Model Neighborhood Corporation (MMNC).

We are proposing to form a non-profit corporation which will have its own Board of Directors. The corporation will be composed of the following projects: Education, Welfare, and Health. The composition of the Board of Directors will be determined by the participating projects. Presently, policy impact comes from the Mission Model Neighborhood Corporation Board of Directors.

### Rational for Project

The delivery system of the existing social services for the Mission Neighborhood Area (MNA) still needs improvement. The Mission Welfare Project (MWP) is needed to change and improve the quality of the delivery system, and to assist recipients in getting off welfare.

### What Does the Project Provide

Since about 75% of the Mission Area Residents are receiving some sort of welfare and about 40% of these recipients are mono-lingual, the project provides assistance to mono-lingual recipients in order to bridge the gap left by the fact that the social workers, in the majority, only speak English. The workers are also insensitive to the fact that the recipients are not only mono-lingual, but also new to the culture. The Project also provides the recipient guidance and training in regards to his rights and obligations. The MWP provides social and supportive services referral and information to welfare recipients who contact the office as well as information to agencies dealing in services for recipients.

### What Has Been Accomplished

1. The Project established and coordinated a panel discussion with ATD to discuss the problems arising from the insensitive way in which non-english speakers were treated by workers at that unit. The problem was resolved and integrated method of delivery was established at that particular unit. The panel was composed of members of the community and personnel from the ATD unit.
2. A day-long workshop on all Welfare programs was presented to the community at large. The resource people for the workshop were drawn from the various agencies providing social services.
3. The Welfare Survey was completed and the results are hereby presented on a separate report.
4. A bilingual booklet was prepared explaining the way Welfare programs; i.e., AFDC, ATD, etc., work. This booklet is given free of charge to all those who request it. The booklet is of great help in understanding the way the program are supposed to deliver services.



What Has Been Accomplished (Cont')

5. A bilingual question-and-answer fact sheet was put together as a result of the Welfare workshop. This fact sheet is designed to help recipients find answers to their welfare problems.
6. As a result of the new SSI program which is to pick up the adult Public Assistance programs, and the need for explaining said program, two simultaneous bilingual conferences concerning this program were presented to the community at large. One conference was held at MMNA, the other on Sutter Street.
7. A bilingual booklet explaining the new SSI program was prepared by the project and distributed to the various Social Agencies within the community.
8. The project has placed welfare recipients on the Education Project where at least 60% of the personnel are ex-welfare recipients.

What is the Future

Mission Welfare Project is expected to be an on-going project, as there is a great need for the services it provides.

How much does it cost

Budget of the Extended Second Action Year	\$20,000.00
Actual Cost	\$20,000.00

There is a definite need for re-establishing at least four welfare workers in the project.

Task Force

The Welfare Task Force functions are to plan, monitor and evaluate the activities of the Mission Welfare Program.

MMNC: 3/18/74





## FACT SHEET

PROJECT: Cultural & Equipment Center (CEC)  
ADDRESS: 2652 Harrison Street  
COORDINATOR:: Carlos G. Caceres  
TASK FORCE:: Education

### Board of Directors

The responsibility of the Mission Cultural & Equipment Center has been designated to the MMNC. Therefore, policy impact will come from the Mission Model Neighborhood Corp. (MMNC) Board of Directors.

### Rational For the Project

The Cultural Project had to overcome certain barriers that have existed for a long time in the community and society in general; we can confirm that the apathy of parents is fading out, and slowly we obtained their participation through school and Community activities. Failure of the school system to involve parents in decision making, to educate mission childrens adequately.

### What Does the Project Provide:

Cultural & Equipment Center (CEC) provides:

- a) Complement the education experiences of school children.
- b) To support the necessary skills for achievement in the classroom activities.
- c) To help with the educational setting and motivate the child's classroom work.
- d) To promote home-school activities in relation to spanish culture.
- e) To assess community resources that contribute to improve the self-image of the Spanish speaking population.
- f) To gather all kinds of material needed for strengthening instruction in classroom with one objective: The Culture of Latin America.

### What Has Been Accomplished

CEC Project has encouraged parents participation in the Cultural process at the elementary school level; and as a result of this, there is more input of community participation. There is also ethnic and community awareness in the elementary schools and high schools.

### What is the Future

Negotiations have taken place in which the Cultural & Equipment Center turned over to the S.F. Unified School District; also the Cultural & Equipment Center presented to the arts commission of the city, the proposal for funding in the future.

MMNC: 3/18/74



## FACT SHEET

PROJECT: Economic Development - Phase I  
ADDRESS: 2595 Mission Street (Suite 303) S.F. Calif. 94110  
PHONE: 824-2000  
COORDINATOR: Ben Rivera

### Board of Directors

The Economic Development Project did not have a board however, policy impact came from the Mission Model Neighborhood Corporation Board of Directors.

### Rational of Project

The Economic Development Project was implemented in June, 1973. The need for this project was very evident. The Commercial and Consumer Activity in the Mission Neighborhood Area (MNA) is declining fast. The people and businesses most affected are the small corner stores, which are predominantly family runned, and little businesses that lack the technical expertise and economic resources to fight back. The Economic Development Project was therefore, designed to work with and for these small business, so that they could develop new strategies, different mechanism and be informed of the new development in the field of Economics. Also, with this technical assistance and information these people would obtain the necessary and adequate tools to fight back and not be drowned out by bigger businesses.

### What Does the Project Provide

The Economic Development Project had two (2) phases. Phase I, (6) six months, was implemented. The purpose for Phase I would be a community Education and Planning Stage. It would familiarize, and inform MNA residents of Economic Strategies, Policy, Organization and execution/utilization of this information. The scope and direction of Phase II (6 months) would depend on the strategies and Policies developed in Phase I.

### What is the Future

The Economic Development was expected to be an on-going project. But, due to cut-backs in Federal funds and Model Cities funding, monies were not available to continue project operation. Efforts were made to seek alternative funds to continue the program beyond the First Action Year. If these funds had been obtained, we would have tried to make this program a self-supporting operation through investment returns. Since we could not get any funds, the project was Phased-out in December 1973.

### How much it Costs

First Action Year (6 months)	\$10,000
Actual Cost	\$10,000
	Funds Exhausted

### Task Force

The Economic Development Task Force served as a link between Economic Development and Mission Model Neighborhood Corporation. However, representation from the Board of Directors increased CP participation and desbursement of information.

MMNC: 3/18/74





PROJECT: Mission Reading Clinic (MRC)  
ADDRESS: 3391-16th Street, S.F. Ca. 94114  
PHONE: 626-8182  
COORDINATOR: Eleanor Gaffney

### Board of Directors

The Board of Directors of MRC is composed of eleven (11) members, representing the parents, the feeder schools, and the Mission Community in the following way:

- 5 parent positions, elected by the Parents Advisory Council (PAC)
- 3 school positions, elected by the faculties of participating schools
- 1 MMNC Board position, elected by the MMNC Board
- 2 community positions, elected by the nine other members of the Board.

The Board meets once a month to set up major policies and decisions; also to monitor the activities of the project through the Director's narrative, fiscal and output reports. Special meetings are held as needed.

### Rational for the Project

Skillful, competent reading is the vital process which leads students to achieve their full academic potential. Students in the Mission Neighborhood Area (MNA) face the problem of literacy in English, leaving many with reading disabilities. MRC was created to deal with this problem.

### What Does the Project Provide

MRC provides an individualized program of reading instruction, based on thorough diagnosis of each student's skills and weaknesses in the area of literacy. It offers academic encouragement to children by developing potentials for listening, speaking, thinking, reading and writing. A healthy learning environment, and realistic, attainable goals for children provide the necessary experience of small, daily academic successes that gradually transform a failing student's self-concept from "failer" to "learner", making it possible for him to accept responsibility for self evaluation and self advancement.

### What Has Been Accomplished

Summer 1972: a small group summer session in reading for 120 students from 11 non-public schools of the Mission Neighborhood Area.

First Academic Year, 1972-73: Individualized reading program for 125 students, second through sixth grades. Average growth in reading achievement after 7 months instruction, 11 school months.

Summer 1973: Individualized program extended to cover seventh and eighth grades. Average growth after 6 weeks instruction, 7.9 months.





Second Academic Year, 1973-74 Increased enrollment, 176 students. Progress measurement scheduled for February, 1974.

### What is the Future

It is expected that the clinic will be an on-going operation. Funds are being sought from Revenue Sharing, HEW through an ESAA proposal, and from several private foundations.

### How Much it Cost

Budget for First Action Year	\$ 93,208
Actual Cost	87,755
Budget for Second Action Year	\$166,490
Actual Cost	106,922

### Task Force

The Education Task Force (the arm of MMNC) served as a bridge between MRC and MMNC during the first year of operation. Meetings of the Education Task Force were held promptly, regularly, and in a professional manner at the designated meeting place. With the redefinition of the Education Task Force as a sub-committee of the Education Committee, the relationship between MRC and the Task Force became increasingly ambiguous. Under the new leadership meeting times and places were no longer scheduled in any regular pattern. During a period of financial strain in June 1973, the last minute cancellation of a scheduled meeting, leaving a large number of MRC parents on the street, led to the rapid deterioration, and to all practical purposes, extinction of the relationship.



## FACT SHEET

PROJECT: Mission Housing Development Corp. (MHDC)  
ADDRESS: 2922 Mission Street, S.F. CA 94110  
PHONE: 648-6113  
DIRECTOR: Jack Bourne

### Board of Directors

The by-laws of MHDC states that the Board be composed of 9 members: Six (6) appointed by the Mayor from a list provided by the Mission Model Neighborhood Corp. (MMNC) and three (3) selected by the Mayor from the general public.

Quorum constitutes (5) members.

The Board meets once a month to set up major policies and decisions; also to monitor the activities of the project through the Director's narrative, fiscal and output reports. They also hold special meetings for any purpose.

### Rational for Project

Overcrowding, deterioration, high rent, high construction cost, delapidation, and lack of a master plan are some of the housing problems existing in the Mission Neighborhood Area (MNA). Lack of cooperation from existing housing agencies to deal with these problems has created the need for the MHDC Project.

### What does the Project Provide

MHDC provides new housing and rehabilitates existing ones by submitting projects to HUD and by arranging bank loans to homeowners and landlords; develops community competence in housing by unfolding community sponsorship for housing and Urban Development (HUD) housing program; provides homeownership opportunities for selected MNA residents by acquiring properties, providing down-payment assistance and arranging long-term financing at favorable interest rate.

### What has it Accomplished

Since its inception, MHDC has accomplished the following:

Flat grants	40
Incentive Grants	41
Interest Subsidy	7
Loan Sponsorship	38
Loan Sponsorship (other banks)	4

Because of this financial assistance, 108 buildings have been rehabilitated and four (4) are in progress.

The MHDC has also developed a Homeownership Programs in conjunction with (SAMCO). They have brought the concept of Condominium homes into the community. They have acquired two (2) buildings for this purpose.





Accomplishments (Cont')

MHDC has been working on the Mission Master Plan, which deals with identifying major needs in the Inner Mission, especially in the relation to physical development and land use. The plan identifies major improvements which would help satisfy the needs and discuss the method by which the community might obtain those improvements. Each chapter of the Mission Master Plan is reviewed before publication by the City Planning Development Staff.

What is the Future

When Model Cities is phased out it is expected that funds will be obtained from Revenue Sharing (e.g. Community Development Revenue Sharing); other possibility is to incorporate this project with other housing government agencies.

How much it Cost

Budget for Extended Second Action Year (16 months)	\$ 852,097
Actual Cost (Feb. 28, 1974)	702,622



## FACT SHEET

PROJECT: Mission Hiring Hall, Inc.  
ADDRESS: 2922 Mission Street, S.F. California 94110  
PHONE: 647-3551  
DIRECTOR: Juanita Del Cario

### Board of Directors

According to the By-Laws the MMHI Board is composed of 15 members: Five (5) selected by the Mayor, five (5) selected by Mission Model Neighborhood Corp. (MMNC) and five (5) elected by people registered with the MMHI.

The Board meets once a month to set up major policies and decision; also to monitor the activities of the project through the director's narrative, fiscal and output reports. They also hold special meetings for any purpose.

### Rationale of Project

Distrust by Mission Neighborhood Area residents of existing manpower agencies has created a need for the MMHI Project. The distrust of the residents is based on the inability of the existing agencies to train and find jobs for them.

### What does the Project Provide

MMHI encourages Mission Neighborhood Area residents to participate in activities related to employment. By participating, the unemployed and underemployed can obtain job training, development, and finally employment. The idea of Community Participation/Job Development gives minority people pride and dignity by developing jobs and personally being involved in their job negotiations for themselves. We try and stay away from just referring people to where there is no promise of the job but, a firm commitment. The companies are comfortable with this approach and the people in the Mission relate to this kind of Community Hiring Hall where they are comfortable with Community people helping them and concerned with their problems.

### What has it Accomplished

During the Second Action Year, a total of 2,640 Mission residents applied and were interviewed for employment. Out of this total, the Hiring Hall placed 192 directly on jobs, another 40 received training at the Mission Language and Vocational School and 60 placed on Model Cities created jobs for a total of 292 residents placed on jobs.

The Mission Hiring Hall also referred 194 unemployable persons to the Referral and Follow-up Project (OBECA/Arriba Juntos) for ancillary services. The Referral and Follow-up Project counseled the referred persons to determine their needs, both in training and personal, such as: health, transition costs, clothing driver's training, childcare, housing, welfare and food stamps.

### What is the Future

The future is very uncertain after June 1974. There may be some Model Cities monies for the project.

Also we presented the Manpower package to the Manpower Planning Council for consideration into the Manpower comprehensive plan. The last alternative would be for the staff to be placed in other jobs.



How Much It Cost

Extended Second Action Year Budget (16 months)	\$148,169
Actual Cost to Janaury 1974	\$111,458

Task Force

The MHHI Board of Directors has taken on the responsibility of the Task Force      They  
plan, monitor and evaluate the activities of the MHHI.





## FACT SHEET

PROJECT: San Francisco Neighborhood Legal Assistance Foundation  
ADDRESS: 2701 Folsom Street, S.F. CA 94110  
PHONE: 648-7580  
DIRECTOR: David A. Garcia

### Board of Directors

The Board is composed of 37 members. The members are nominated according to the By-laws as follows: Four (4) by the Office of Economic Opportunity (EOC); four (4) by the San Francisco Bar Association; two (2) from the San Francisco Lawyers Club; ten (10) from different law societies and Universities; and the remaining 17 from Community Councils areas.

Quorum constitute one-third (1/3) of the members.

The Board meets once every other month to set up major policies and decisions; also to monitor the activities of the project through the Director's narrative, fiscal and output reports. It also holds special meetings when necessary. The executive committee of the Board meets once a month.

### Rational for the Project

The majority of the residents of the Mission Neighborhood Area (MNA) are not economically affluent enough to pay for services traditionally provided by lawyers to affluent persons consequently, the SFNLAF was created to provide legal services to poverty level persons.

### What does the Project Provide

SFNLAF provides legal assistance to those seeking employment through the Mission Hiring Hall (MHH), Mission Language & Vocational School, and CENSA/Arriba Juntos and to other MHH residents. Basically the legal services center on immigration status barriers, arrest and conviction records, discrimination in employment and administrative hearings. Additionally, other legal services provided to SFNLAF clients are provided to clients referred by other model cities agencies.

### What has it Accomplished

Under this project SFNLAF serves about 400 MNA residents either referred by other manpower and Job Development Projects. In addition the project attorneys have worked in cases related to employment practices which indirectly affected other MNA residents.



What is the Future

The employment project of SENLAF is an on-going operation. If Model Cities is phased out the supplemental funds used to provide legal services to people referred by other model cities agencies will cease unless funds from Revenue Sharing or from other sources are provided.

How much it Costs

Budget for First Action Year (12 months)	\$ 53,394
Actual Cost	52,865

Budget for Second Extended Action	
Year ending June 30, 1974	\$ 55,397
Actual Cost (thru January 31, 1974)	53,783

Task Force

The Employment Task Force (the arm of MMNC) serves as a bridge between SENLAF and MMNC; its functions are to plan, monitor and evaluate the activities of the supplemental funds of SENLAF.





## FACT SHEET

PROJECT: Mission Language & Vocational School, Inc. (MLVS)  
ADDRESS: 2929 - 19th Street, S.F. Ca. 94110  
PHONE: 648-4567  
DIRECTOR: Rosario Anaya

### Board of Trustees

According to the By-laws, the Board of Trustees is initially composed of twelve (12) members. New members are elected at the annual meeting.

Quorum constitutes eight (8) members.

The full Board meets once a month to set up major policies and decisions; also to monitor the activities of the project through the Director's Narrative, fiscal and output reports. The Board's Finance, Personnel, Program Budget and Executive Committees meet once a month prior to the regular Board meeting. Special meetings are also held for any purpose.

### Rationale for the Project

Unemployment and underemployment is a common problem facing the majority of the Spanish speaking residents of the Mission District. A large segment of this population has a language handicap which ill-equips them to cope with the job market. Due to the fact that they still have to earn a living, many people must attend school at night in order to improve their English. Unfortunately schools providing evening classes are not producing fast results and consequently students' progress is slow and often abortive.

It is to these problems that MLVS Model Cities Project addresses itself.

### What Does the Project Provide

MLVS provides instruction of the English language; refresher courses in the areas of business skills (typing, math, etc.). These serve a dual purpose - as reinforcement for the English as a Second Language (ESL) classes and gives the student an opportunity to brush up on the above mentioned subjects. It also experiments with new methods of teaching ESL, assists the skilled and semi-skilled, remove language barriers to employment and provides a stipend of \$55.00 per week for living expenses.

### What has it Accomplished

MLVS has served the following number of student:

<u>Year</u>	<u>Students Served</u>
First Action Year (9-71 to 8-31-72)	107- $\frac{1}{2}$
Second Action Year (9-1-72 to 2-1-74)	128
Students to be served Up to (6-74)	41



What is in the Future

The MLVS project is expected to be an on-going operation. Funds are being sought from Revenue Sharing (Community Development Revenue Sharing). Another possibility for funding is through private foundations.

Project Costs

Budget for first action year	\$304,378 00
(8-71 to 8-72)	\$304,378 00

Actual Cost	
(9-72 to 2-73 - 6 mo.)	\$167,011.00

Budget	
(3-73 to 6-31-74)	\$340,000.00

Task Force

The Employment Task Force (the arm of the Mission Model Neighborhood Corporation-MMNC) serves as a bridge between MLVS and MMNC; its functions are to monitor and evaluate the activities of the MLVS.



## FACT SHEET

PROJECT: OBECA/Arriba Juntos - Model Cities Follow Up & Referral Program  
ADDRESS: 2940 - 16th Street, S.F., Ca.  
PHONE: 863-9309  
DIRECTOR: Leandro P. Soto

### Board of Directors

The Board of Directors of OBECA is composed of eleven (11) members. In the fall, one of the members resigned, leaving only ten (10) members. New members are appointed by present active members.

Quorum constitutes of six (6) members.

The Board meets once a month to set up major policies and decisions; also to monitor the activities of the agency through the Director's Narrative, fiscal and output reports. Special meetings are held for any purpose.

### Rational for the Project

OBECA Model Cities Project exists for a very important purpose, which is to improve our clients ability to become employable by removing the barriers. The project's concern goes to the Mission Model Neighborhood residents which are primarily Spanish Speaking.

Minority persons are faced with problems such as: English as a second language, remedial education, legal, health, lack of skills, etc.

### What does the Project Provide

Model Cities Project provides counseling, follow-up, referral and supportive services such as health, clothing, etc.

These services are provided to pre-referral, job rejected or direct hired persons. We work very closely with Hiring Hall and MLVS.

The coordinator of Model Cities in OBECA developed an in-service training which serves to advance staff's education and performance as well as other community representatives.

### What has it Accomplished

During the second action year, the Model Cities Project counseled 194 persons in their Referral caseload and 155 persons in their Follow-up caseload.





## Fact Sheet - OBECA (cont.)

Some of the Referral caseload clients have been helped by the counselors to be placed in other skill training programs, education trainings, and jobs once they have either finished their MLVS-ESL training program or were rejected from such a training because of unmet requirements.

### What Is the Future

Jointly working with the other Manpower components of Model Cities, the City Demonstration Agency, MNC and MCO, we are attempting to impact the Comprehensive Manpower Plan under revenue sharing. We also hope to get funding for fiscal year 1974-75 from H.U.D./Model Cities. Staff training and development will continue, and better program management techniques will be utilized to improve the projects capabilities.

### How much it Costs

Budget for First Action Year (12 months)	\$ 151,864.
Actual Cost	150,160.
Budget for Second Action Year (12 months)	\$ 151,800.
Actual Cost	150,455.
Budget for Second Extended Action Year (10 months)	\$ 84,994.
Actual Cost (4 months, 12/31/73)	\$ 35,642.

MNC: 3/18/74



## FACT SHEET

PROJECT: Mission Contractors Association (MCA)  
ADDRESS: 2451 Harrison Street, S.F. CA  
PHONE: 648-8875  
DIRECTOR: Robert, Garay

### Board of Directors

This association has a Board of Directors composed of fifteen (15) members: Ten (10) selected by the membership, the remaining five (5) are appointed by MMNC. This Board has one monthly meeting at which major policies and strategy is developed, for the future, and past performance is evaluated on the basis of the Project Director's Report.

### Rational for Project

The purpose of the project is to create employment by assisting minority contractors in securing contracts that provide employment for un-employment construction workers in the Mission District.

### What Does the Project Provide

Specifically, the Association is a non-profit developer of its own housing and other construction projects. The Association will provide employment and has proposals currently in process for the training of residents in the construction trades with the concurrence of organized labors.

The Association also:

- Locates contracting opportunities through the Bay Area
- Assists in estimation of construction projects
- Assists in bid packaging

### What Has Been Accomplished

A Bond Program under an agreement with the American Bonding Company guarantees portions of bonds issued to members of the Association and assists in preparing the bond package.

Entrance into an agreement with Crocker National Bank has provided the Association with \$500.00 credit for working capital loans. Loan packages are prepared with the assistance of the programs Loan & Bond Manager and approved by the Committee representatives from the Bank, the contractors and MMNC.

### What is the Future

The fiscal 72/73 year provided the Association with needed experience in this still very new field. A sixty percent (60%) success ratio indicates that these lessons have been learned well. The second year is a year to increase volume of contracts and employment. Projections provide for the program to become self-sufficient by the end of the third action year.



How Much Does It Cost

Budget for first Action year (12 Months)	\$ 249,613
Actual Cost	251,408
 Budget for Second Action Year (12 Months)	 \$ 150,000
Actual Cost to Jan. 31, 1973 (5 Months)	43,008

Task Force

The Employment Task Force serves as a link between MCA and Mission Model Neighborhood Corporation. Its functions are to plan, monitor and evaluate the activities of the MCA.





## FACT SHEET

PROJECT: Mission Childcare Consortium, Inc. (MCCCI)  
ADDRESS: 2922 Mission Street, S.F. CA. 94110  
PHONE: 648-5755  
DIRECTOR: Luis Diaz de Leon

### Board of Directors

According to the Consortium By-Laws, the number of Directors may not be less than six. At the present, there are ten Directors as follows: six parents, one from each center, elected by the Parent committee at each center; one member of the Mission Model Neighborhood Corporation (MMNC) Board of Directors; and three members appointed by the MMNC Board of Directors. Quorum, in any case, shall be one-half plus one member.

### Rationale for Project

Mission Model Neighborhood Area (MNA) residents do not have child care facilities provided by city government. In the MNA, which is recognized as a poverty area, parents, single mothers in particular, are unable to find child care at a cost which will permit them to go to work or continue working. Furthermore, there are places where a mother can leave her child for a short time on an irregular basis to go out on job interviews or to look for a job.

### What does the Project provide

The Consortium is to provide day care services for pre-school and school aged children of MNA residents who need these services to remain employed or become employed.

### What has been accomplished

At present there are six day care centers in operation in the MNA, serving about 200 children. These services consist of a health program through which the children receive basic physical examination prior to entry, plus vision and dental examination, and immunization. Also, there is a nutritional program by which the Consortium provides the children with free breakfast, lunch and two snacks per day. Each center also has a social worker who assists parents or refers them for economic, health, housing, and other problems. One center specializes in servicing battered children and their families; intensive, comprehensive care is provided for the whole family.

### What is in the future

MCC will continue to use HUD and HEW funds until advised otherwise. In addition, it will seek funds from foundations and other Federal sources that will allow for the growth and continuity of this program. The philosophy of the Consortium has changed to placing more emphasis on our center being a "home away from home"; that considers individual differences of those families we serve, accepting people as they are and not the way some would want them to be. Our goals and objectives for all children and their families served centers around the idea of strengthening the family and providing a setting for growth and development that would be conducive in fulfilling the goals of a multiethnic/multi-cultural society that is real in the Mission neighborhoods; serving families of many backgrounds.



How Much does it cost

Budget for first Action Year (12 months)	HUD/HEW	\$424,000	\$587,000
Actual Cost	OCD	163,000	

Task Force

The child Care Task Force serves as the connecting link between MCCC and Mission Model Neighborhood Corporation. The functions of this Task Force are to plan, monitor and evaluate the activities of the MCCC; working together with the parent groups of the different centers.



## FACT SHEET

PROJECT: Consumer Advocate Project/SFNLAF  
ADDRESS: 2701 Folsom Street, S.F. CA 94110  
PHONE: 648-7580  
COORDINATOR: David Garcia, Chief Council

### Board of Directors

The Consumer Project will have no Board of Directors. However, policy input will come from the San Francisco Neighborhood Legal Assistance Foundation (SFNLAF).

### Rationale for Project

Lack of awareness in "consumerism" within the Mission Neighborhood Area (MNA) and lack of knowledge of the English language causes disadvantages for the majority of MNA residents to deal with unusual business transactions. The Consumer project is designed to help these residents with their handicaps.

### What Does the Project Provide

The Consumer Project provides technical assistance that existing consumer protection agencies do not provide. The project also does research to explore consumer legal remedies. In essence the consumer gets some educational background by the technical and legal assistance translated into a language which they can utilize to protect themselves.

### What has it Accomplished

In its first year the Consumer Advocate Program has handled over 300 individual cases and countless more "advice only" cases. In all cases where a specific resolution was possible, most have been successfully resolved. The project has resurrected the MCO Consumer Committee and made it among the most active and effective in the MCO. It is developing and promoting educational programs (bilingual) to help the Mission people to help themselves. It is the only program of its kind in the area.

### What is the Future

The Consumer Project is expected to be an on-going project. If Model Cities is phased out, the possibilities to obtain funds are , Revenue Sharing (e.g. Community Revenue Sharing), or to negotiate with existing governmental agencies.

### How Much it Cost

Budget for Extended Action Year (7 months)	\$20,468
	Funds Exhausted

### Task Force

The Social Service Task Force ( the arm of the MMNC) serves as a bridge between the Consumer Advocate Project/SFNLAF and MMNC; its functions are to plan, monitor and evaluate the activities of the Consumer Project.





## FACT SHEET

PROJECT: Mission Community Legal Defense Firm  
ADDRESS: 2922 Mission Street, S.F. CA 94110  
PHONE: 826-5333  
DIRECTOR: William H. Mahannah, Senior Attorney

### Board of Directors

The Board of Directors consists of 15 members, all of whom are residents or working in the Mission Community. In addition, the Board's representation is composed of all the ethnic groups in the Mission-Latin, Black, Anglo, etc.

### Rational of Project

In 1972 there were 15,000 reported crimes in the Mission Community of 70,000 residents. The largest number of those arrested and charged with these offenses were Spanish Surnamed. This presents many problems for those charged, in relation to the largely Anglo-judicial system, especially with regards to the Public Defender's Office. The MCLD Firm is a recommended (American Bar Association, S.F. Bar Association, etc.) manner of providing legal services which will be community controlled and related specifically to the needs of the particular community being served.

### What Does the Project Provide

Specifically the MCLD Firm will provide:

- Legal Counselling for those charged with criminal offenses
- Some legal aid for civil matters of community concern.
- Court Representation
- Attorney referrals
- Probation Hearing Aid
- Drug Diversion Assistance
- Legal research
- Training Legal Workers
- Law Classes
- Coordination with other Mission Community Organizations
- On-going study regarding arrests, police brutality, etc.

### What MCLD is Accomplishing

During the past six (6) months, over 250 clients have been assisted with counselling, referrals and other legal services. MCLD attorneys have made over 150 court appearances. Compared with the data in the Annual Report of the Public Defender's Office - 1972; the MCLD showed significantly fewer "guilty" judgements, fewer clients sent to prison, more probations and more not guilty findings and dismissals.



What has been Accomplished (Cont')

Because of the broad representation of the MCLD Board of Directors and because of the MCLD office being in the Mission Community; there is definite trust and open communication between the staff and the residents of the Mission. The residents and clients support the MCLD because they control it. There is a feeling of participation and of responsibility.

A very important area in the MCLD Firm is Education. The MCLD is training two (2) legal workers, an investigator and a legal secretary. Two (2) studies by the American Bar Association and the National Lawyers Guild, showed Latin-Americans make up the smallest representation of any ethnic minority in the legal professions. Clearly, motivating and training of Mission residents is a vital and necessary part of any latin community project.

What is the Future

The following plan are programmed for the future, but are subject to funding allocations:

- Expanded criminal law services
- Greater community involvement
- Law workshop for Mission residents
- Comprehensive referral services
- Law studies of community concern

How much it Cost

What is indicated above lists the MCLD accomplishments with only \$10,000. However, for the project to continue and expand, more and larger funding must be obtained. The MCLD project is still active only because MMNC is carrying the staff and providing for supplies through its own funds.

June 15, 1973 to October 11, 1973

Senior Attorney	\$ 2,400
Junior Attorney	2,400
Investigator	1,500
Legal Researcher	1,500
Legal Secretary	900
	<hr/>
	8,700
Office Expenses	1,300
(including taxes, telephone, etc.)	
 TOTAL	 <u>\$ 10,000</u>

MMNC: 3/18/74



## FACT SHEET

PROJECT: Mission Neighborhood Physical Development (MNPD)  
ADDRESS: 1292 Potrero Avenue  
PHONE: 648-7545 or 648-7546  
DIRECTOR: Carlos Navarro  
AGENCIES: Model Cities, Recreation & Park Department, and  
Department of Youth Activities - Archdiocese of  
San Francisco

### Policy Advisory Board

The MNPD Advisory Board is composed of nine (9) members, as follows: three (3) selected by Centro Latino - CYO; three (3) by the Recreation and Park Department and three (3) by the Mission Model Neighborhood Corporation - Citizen Participation Unit.

### Rational of Project

The project is aimed to alleviate the Mission Neighborhood problems which lie mainly among the youth, through drug abuse, delinquency and pre-delinquency. Therefore, the need to provide greater recreational facilities and opportunities is imperative.

### What Does the Project Provide

- a) The project provides outdoor and indoor recreational activities, such as: baseball, soccer, track, bicycling, softball, jogging; a joint gymnasium wherein, weightlifting, boxing, karate, basketball, volleyball, gymnastics, ballet, yoga, modern dance, ping-pong, billiards, folklore dance, acrobatics and other physical activities in which lessons are given. Swimming is also provided in which we use public pools in collaboration with the Recreation and Park Department. The program also provides educational films and guidance on how to prevent drug abuse.
- b) The program also provides monthly championships in which a minimum of 150 youths participate in these events, such as; track, boxing, billiards, weightlifting, karate, ping-pong, basketball, baseball, chess, volleyball, etc.
- c) First aid service for minor injuries, should they occur while engaged in physical activities provided by us. Should a severe injury occur, we are working in collaboration with the Mission Emergency and/or San Francisco General Hospital, Pediatric Clinic.
- d) Counseling and individual contact with parents, youth, and law enforcement agencies is also provided by our bilingual staff.





### What has it Accomplished

After one year of operation the program has been successful in achieving its goals and in some cases has surpassed them.

- a) The original intention was to enroll 400 to 500 students in the various activities. As of February 1974 the enrollment is 870 and more youth are enrolling everyday.
- b) The expansion of other diversified sports and recreational activities.
- c) The incorporation of monthly championships of the different sports, in which an average of 150 youths participate.
- d) Nineteen (19) teams have been organized, which participate in weekly events involving an average of 40 youths.
- e) We have established communication with many recreational centers, in order to develop our sports events, and at the same time to continue our exchange of recreational activities.
- f) We've shown 20 films on drug abuse, where a doctor was present to explain the technical part of each film.
- g) In addition, 27 other films were shown on sports, culture, education and comedy.
- h) We have obtained volunteer help (through the special efforts of the staff) and paid workers from community organizations and individuals.
- i) In collaboration with Centro Latino, we offer daily breakfast to our youth throughout the year. During the summer, lunch is also offered.
- j) Personal communication with parents and youth in a bilingual manner to eliminate language barriers and hostility.

These are just some of the goals which have been surpassed and we shall continue to as long as our program is in existence.

### What is the Future

The MNPD is expected to be an on-going project. Efforts have been made to make it a self-supporting operation through the Recreation and Park Department through their 1974-75 fiscal year.

### How Much Does it Cost

from  
Actual cost / December 1972 - June 1974  
Model Cities Funds

\$ 88,000



Innovative, Commendation, Uniqueness of Program

Our program besides providing regular daily activities, it also provides monthly championships and/or tournaments which enable the students to see their progress and failures more clearly. It also provides youth guidance on drug abuse, delinquency and pre-delinquency through media and professional advice. Another outstanding quality of the program is the personal communication with parents and youth in a bilingual manner, thus eliminating language barriers and hostility. In recognition of this uniqueness, the Recreation and Park Department, members of the Board of Supervisors and many community organizations have highly commended the Mission Neighborhood Physical Development Recreation Program.



B.

BOARD RESOLUTIONS

<u>Project</u>	<u>Color</u>
Mission Model Neighborhood Corporation	White
Mission Reading Clinic	Violet
Mission Housing Development Corporation	Green
Mission Hiring Hall	Brown
Mission Language & Vocational School	Salmon
OBECA/Arriba Juntos	Yellow
Mission Contractors Association	Pink
Mission Child Care Consortium	Blue
Mission Community Legal Defense	Pink
Mission Neighborhood Physical Development	Violet





MMNC  
MISSION MODEL NEIGHBORHOOD CORPORATION

*Corporacion del Barrio Modelo de la Mision*

2922 MISSION STREET  
SAN FRANCISCO, CALIF. 94110

PHONE • TELEFONO NO.  
(415) 282-4100

APPROVED AT THE MMNC EXECUTIVE BOARD MEETING OF FEBRUARY 27, 1974

WHEREAS, we the people of the Mission Model Neighborhood Area suffer deprivation peculiar to our minority inner urban poverty impact area.

WHEREAS, we have needs for programs providing housing, education, child care, employment, legal, immigration, recreation, welfare and other services currently being provided by existing operating agencies of the Mission Model Cities Program.

WHEREAS, we are faced with a threatened discontinuation of the Model Cities program, we the people of Mission Neighborhood Area demand that the San Francisco Municipal Government must secure the maximum available Model Cities funding through local, state, or federal funds for San Francisco, to guarantee continued project services in the coming action year.

WHEREAS, we further require that the San Francisco Municipal Government honors its original five (5) year commitment and continue operation of the Mission Model Cities Projects beyond June of 1974, at the original level of funding regardless of existing Model Cities funds.

WHEREFORE, we RESOLVE that all project services be provided to the maximum number of Mission Neighborhood Area residents in the coming action year. To accomplish our goals, we further RESOLVE the Mission Neighborhood Area residents must have a powerful voice in determining the allocation of future Federal monies received by the City and County of San Francisco.



MISSION READING CLINIC INC.  
3381 - 16TH STREET  
SAN FRANCISCO, CALIFORNIA 94114  
(415) 626-8183

Whereas, Mission Reading Clinic provides an essential educational program of individualized reading instruction to one hundred seventy six Mission Neighborhood children on a daily basis,

Whereas, this assistance in skill improvement in reading English is particularly needed in a largely bilingual area,

Whereas, the average gain in reading grade level has been eleven months gain for seven months instruction,

Whereas Mission Reading Clinic has extended its service to the adults of the community by making its facilities and equipment available to programs conducted by San Francisco City College and the San Francisco Community College Adult Division and,

Whereas Mission Reading Clinic works in close cooperation with the other Projects coordinated by the Mission Model Neighborhood Corporation to serve the needs of this community in the areas of Childcare, Health, Recreation, Legal Assistance, and Manpower,

Now, therefore, be it resolved that we, the Board of Directors of Mission Reading Clinic, individually and collectively, do endorse and support the continued existence of this coordinated network of services, each equally vital in meeting the essential needs of our community.

We urge and encourage our total constituency to unite in support of the funding efforts of each of these projects; to bring all of their persuasion to bear on leaders of government at all levels to insist that they provide strong and effective assistance to these efforts for total funding of all the Model Cities Projects serving our Neighborhoods.

*Joan Moulton*  
Joan Moulton, Chairperson

*Eleanor Gaffney*  
Eleanor Gaffney, Coordinator



# MISSION HOUSING DEVELOPMENT CORPORATION

TELEPHONE  
648-6113



2922 MISSION STREET  
SAN FRANCISCO, CA. 94110

WHEREAS, the Mission Housing Development Corporation has in the past three years in fact lived up to the goals and ideals set for it prior to its inception, and,

WHEREAS, their assistance in the Mission Community has resulted in a significant increase of liveable and attractive housing units, and brought about an increased pride in the neighborhood, and,

WHEREAS, these goals and ideals must be pursued by an agency knowledgeable, receptive, and responsible to its own community,

BE IT HEREBY RESOLVED that this Board of Directors, individually and collectively endorse and demand the continued existence of the Mission Housing Development Corporation within the Mission Community.

Hiram T. Delahoussaye, Chairman  
MHDC Board of Director



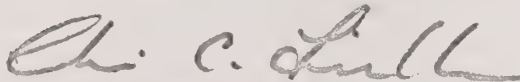


# *Mission Hiring Hall, Inc.*

2922 MISSION STREET  
SAN FRANCISCO, CALIFORNIA 94110  
Telephone (415) 647-3551

TO: Mission Model Neighborhood Corporation, Board of Directors  
FROM: Chris Limbocker, Hiring Hall, Board Chairman  
DATE: February 26, 1974  
RE: Programs Support

Whereas the Mission Hiring Hall has provided applicants for job commitments, and has placed over 700 people directly on jobs, be it resolved that this Board gives this project and all other Model Cities projects their full support for continued unity and services to the people in the Mission Community.



Chris Limbocker  
Hiring Hall, Board Chairman

CL/vf



MISSION LANGUAGE & VOCATIONAL SCHOOL, INC.  
2929 - 19TH STREET  
SAN FRANCISCO, CALIFORNIA 94110

February 23, 1974

Mission Model Neighborhood Corporation  
Board of Directors  
2922 Mission Street  
San Francisco, California

Gentlemen:

The Mission Language and Vocational School, Inc. (MLVS) Model Cities Program has been addressing itself to the unemployment and underemployment that affects a vast majority of the Latino population in the Mission District. This situation is one of the major causes of economic insufficiency which creates an individual sense of impotence and despair.

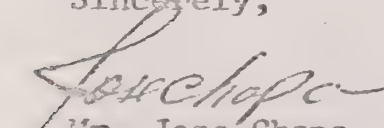
MLVS responds to the above with a program geared to:

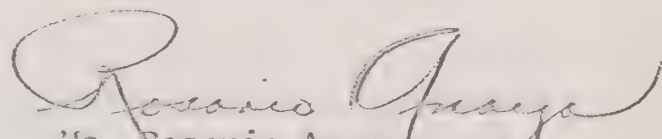
1. Teach the student sufficient English to secure employment, prepare them for job upgrading and for higher education.
2. Provide refresher courses in the areas of business skills, e.g. typing, math, etc. These serve a dual purpose - as reinforcement for the ESL classes and gives the students an opportunity to brush up on the above mentioned subjects.
3. To teach students how to interview for a job, proper attire, and how to fill out job applications.

We feel that all Model Cities Programs are addressing the various needs in the Community, and are therefore, essential to the overall betterment of the Mission District.

It is for these reasons that we request your support for the Mission Model Cities programs.

Sincerely,

  
Mr. Jose Chapa  
Acting Chairman

  
Ms. Rosario Anaya  
Program Director

RA/nf

cc: MLVS Board of Directors



## Arriba Juntos Center

2940 - 16th St., Room 104 • San Francisco, Calif. 94103

Telephone (415) 863-9307

LEANDRO P. SOTO

Executive Director

February 26, 1974

### MODEL CITIES PROJECT

### FOLLOW-UP AND REFERRAL PROJECT

My purpose in writing this policy statement is to bring this program into a clearer perspective by presenting the human side of the picture. All too often, and certainly it is the case as far as the Mission Model Cities Manpower Components are concerned, too much time and effort is spent in justifying our programs' success by arranging numerical figures, totaling program costs, and blending percentages and statistics together. What often materializes is a conglomeration of symbols that resembles a computer printout but fails to present some of the other direct benefits the programs provide.

The Mission Model Cities Manpower Programs have been providing a link between the predominantly Latino area of San Francisco, the Mission District, and jobs and training programs in what might be called an alien world.

For years now, these programs have demonstrated their credibility in the community, and have given hope and jobs to our people. Now, after only three years in operation, our supposed five year demonstration project is being maneuvered out of the picture. This is true not only for the Manpower programs, but for all of Model Cities. We were given promises of a five year plan, but one and one half years into the various programs, we were hearing the faint rumblings of the axe being sharpened for our doom. We have never enjoyed the luxury of security and have always been working frantically for survival rather than improving the level of services, and doing a better job than before. It is unfortunate that several federal programs, including Model Cities, were destined for failure in the beginning.

The people hired under the programs are all from the community. The vast majority are bi-lingual/bi-cultural and are operating on a para-professional level. They were given hope for bettering themselves and the community in the process, but now face an uncertain future. Many of them will slide back into unemployment and underemployment.

Cont...

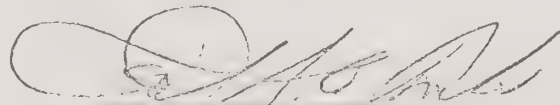




2/26/74

The Model Cities Manpower programs have worked together to provide effective manpower development and training programs. We have struggled together for perfection and even though it is a well documented fact that our programs operate on a low over head. (According to a "2nd Year Evaluation" submitted to the Mayors Manpower Council, only 17% of our total Model Cities Manpower Budget was allocated to administrative cost. The program unit cost incurred per case of \$ 3,548.05 is well below other comparable manpower programs. Additionally, during this one year, 274 previously unemployed persons became gainfully employed with an average salary of \$ 644.00 per month.) We are now struggling to keep alive, perhaps for the last time.

Why then, if we are addressing community needs, demonstrating a capability to do the job, and providing a vital service are we being phased out? We are at the point of giving up trying to find out the answer. There is no factual data to contradict that our programs work well. If Model Cities manpower monies are slowly disappearing and being blended by Revenue Sharing into a City Comprehensive Manpower Program; then we must insist that we be included, for we have a demonstrated competency and a willingness to participate in a changing system.



DAVID A. O. BRACKER  
Model Cities Coordinator



LEANDRO P. SOTO  
Executive Director

bw





# MISSION CONTRACTORS ASSOCIATION, INC.

2940-16th STREET  
Room 110  
San Francisco, California 94110

Phone: 864-1225

## POLICY RESOLUTION OF BOARD OF DIRECTORS

Passed at Meeting of February 19, 1974

WHEREAS the Model Cities program has initiated and funded worthwhile programs in the Mission District of San Francisco; and,

WHEREAS the funds allocated by the Model Cities programs have made it possible for the Mission District, a deprived and poverty stricken District in San Francisco, to begin projects enabling it to take its place as an asset to enhance the quality of the City's Urban life; and,

WHEREAS all of the accomplishments of the Model Cities program is threatened by the Federal cut back in funds for the Model Cities program; and,

WHEREAS it is within the power of the City of San Francisco to allocate additional funds and demand more funds of the Federal Government to continue this program;

THEREFORE BE IT RESOLVED that the Board of Directors of the Mission Contractors Association hereby requests that Mayor Alioto and the Board of Supervisors take all action necessary to insure the continuance of the Model Cities program in the Mission Model Neighborhood Area.



MISSION CHILDCARE CONSORTIUM INC.

3145 - 23RD STREET  
SAN FRANCISCO, CALIFORNIA 94110  
640-6755

To Those who are concern:

As working people of the Mission Community and as participants in one of the programs funded by Model Cities we would like to express our deep concern for the future of our community programs.

We would like to strongly urge that no cuts be made in any of the community programs presently funded by Model Cities. We are parents and staff of the Mission Childcare Consortium but many of us have also made use of the other agencies in the Mission Model Cities Program.

Community programs are a vital necessity in the Mission, to cut any of the Model Cities Program would be a slap in the face of our community.

WE STRONGLY URGE YOU TO GIVE ALL OF OUR PPROGRAMS FULL SUPPORT.







mission community legal defense inc.  
2922 mission street, san francisco, california 94110  
(415) 826-5333

R E S O L U T I O N

Whereas the Mission Community Legal Defense, Inc. has been able to provide legal representation in criminal matters to residents of the Mission Model Neighborhood Corporation district, through the vital support given to it by the Mission Model Neighborhood Corporation, be it resolve that Mission Community Legal Defense Inc continues to support the programs and actions taken by the Mission Model Neighborhood Corporation board of Directors and it's executive staff.

DATE: 2/25/74

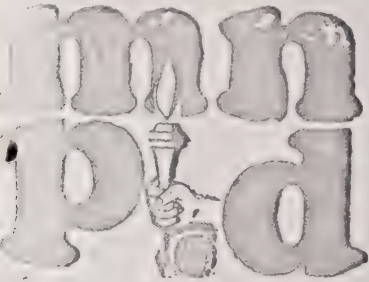
William H. Mahannah  
WILLIAM H. MAHANNAH-ATTORNEY-AT-LAW  
PROJECT DIRECTOR

Approved 2/25/74

Orlando Maria Rane  
Co-Chairman



MISSION NEIGHBORHOOD



PHYSICAL DEVELOPMENT

CENTRO LATINO

1202 POTRERO AVE. - 3RD FLOOR

SAN FRANCISCO, CA 94110

(415) 648-7545/6

RECREATION PROGRAM

February 25, 1974

Mission Model Neighborhood Corporation  
Board of Directors  
2922 Mission Street  
San Francisco, California 94110

Whereas the Mission Neighborhood Physical Development (MNPD) has provided broad recreational activities, so badly needed for the youth now residing in the Mission Community. BE IT RESOLVED THAT: We desire the continued unity of services and goals provided by the Model Cities Program in serving the Mission Community.

Sincerely yours,

Chuck Ayala  
Chairman of M.N.P.D. Board



# APPENDICES

- A. PRINCIPLES OF DISCOVERY
- B. SPECIES & LIFE
- C. BASIC & SOLID MATTER
- D. Division Model Studies Program





MISSION HOEEL NEIGHBORHOOD CORPORATION  
THIRD BOARD OF DIRECTORS  
MARCH 73 - MARCH 74

NAME

1. Abram, Carlos
2. Bowman, Julianne
3. Carmona, Sergio
4. Contreras, Fabian
5. Dardi, Virgil\*
6. Ezquerro, Luisa\*
7. Gomez, Vivencio
8. Gutierrez, Cruz
9. Hass, Robert\*
10. Hernandez, Roger
11. Hunt, Frank\*
12. Jones, Andrew\*
13. Keil, Russel\*
14. Levine, Jerry
15. Lopez, Roberto
16. Lopez, Orlando
17. Palega, Lupe
18. Ramirez, Eustacio
19. Ross, Earl
20. Vasquez, Rudy
21. Velasquez, Alfredo

\*Mayor's Appointees at large



MISSION EDUCATION PROJECT  
ADVISORY BOARD  
SECOND & THIRD ACTION YEAR

NAME

1. Bonilla, Roberto
2. Aldape, Socorro
3. Diaz, Celia
4. Alviar, Rita
5. Dwight, Robert
6. Guadamuz, Nestor
7. Igoa, Sister Cristina
8. Morseth, Sister E.
9. Sanchez, David



MISSION READING CLINIC INCORPORATED  
BOARD OF DIRECTORS  
THIRD ACTION YEAR

NAME

1. Mrs. Elena Chavira
2. Mr. Cesar Elvir
3. Mr. Jorge Garcia
4. Mrs. Susan Gretschi
5. Sr. Mary Jarlath
6. Mrs. Joan Moulton
7. Mr. Don Ortiz
8. Sr. Loretta Prutsman
9. Mr. Enrique Sanchez
10. Mr. Mauricio Trigueros
11. Mr. Roger Hernandez





MISSION HOUSING DEVELOPMENT CORPORATION  
BOARD OF DIRECTORS  
SECOND & THIRD ACTION YEAR

NAME

1. Delahoussaye, Hiram T.
2. Del Carlo, Joe\*
3. Gordiany, Luis
4. Gregoric, Anne
5. Levitan, Jacob
6. Padilla, Vicente
7. Talavera, Robert\*

\*Mayor's appointees at large



MISSION HIRING HALL INCORPORATED  
BOARD OF DIRECTORS  
SECOND & THIRD ACTION YEAR

NAME

1. Aledo, Nazario
  2. Coloma, Arturo
  3. Evenson, Morris\*
  4. Komaroff, Eileen\*
  5. Limbocker, Chris
  6. Rivera, Peter
  7. Monge, Diana
  8. Medina, Jorge
  9. Mudavanhu, Leonard\*
  10. Rodriguez, Paul
  - 11/ Paz, Fernando
  12. Sorro, Richard\*
  13. Williams, Lorraine
- \*Mayor's Appointees at large



SAN FRANCISCO NEIGHBORHOOD LEGAL ASSISTANCE FOUNDATION  
BOARD OF DIRECTORS  
SECOND & THIRD ACTION YEAR

NAME

- |                         |                           |
|-------------------------|---------------------------|
| 1. Blackstone, Elliot   | 21. Goulden, Charles      |
| 2. Donaldson, Herb      | 22. Krell, Bruce          |
| 3. Meyrzovove, Leland   | 23. Golden, Michael       |
| 4. Winston, Frank D.    | 24. Doctoroff, Richard M. |
| 5. Majewsky, Adolfo     | 25. Benton, Lee           |
| 6. Obregon, Clemente    | 26. Carroll, Donald C.    |
| 7. Olsen, Melvin        | 27. Mc.Guire, Thomas B.   |
| 8. Brady, Reuel         | 28. Caleshu, James T.     |
| 9. Day, Joseph          | 29. Miller, Peter         |
| 10. Freemon, Edward     | 30. Adams, Steven         |
| 11. Hunter, Michael     | 31. Bobrow, Morris D.     |
| 12. Butler, Mr.         | 32. Hargrove, John        |
| 13. Marshall, Robert A. |                           |
| 14. Smith, Hiram E.     |                           |
| 15. Hong, Paul L.       |                           |
| 16. Geong, Steven       |                           |
| 17. Tom, Eddy           |                           |
| 18. Rothwell, Thomas    |                           |
| 19. Fisher, Jean        |                           |
| 20. Friedenthal, Jack   |                           |





MISSION LANGUAGE & VOCATIONAL SCHOOL  
BOARD OF TRUSTEES  
SECOND & THIRD ACTION YEAR

NAME

1. Arana, Jose
2. Barrios, Mario
3. Castillo, Joseph
4. Chapa, Jose
5. Del Carlo, Joe
6. Farrell, Richard
7. Huevo, Al
8. Gonzales, Abel
9. Iglesias, Ernie
10. Revelo, Jose
11. Parra, Jose Luis
12. Pugh, Fred
13. Sanchez, Emilio



OBECA/ARRIBA JUNTOS  
BOARD OF TRUSTEES  
SECOND & THIRE ACTION YEAR

NAME

1. Alvarado, Lilian
2. Dominguez, Kennith
3. Flynn, James MSGR.
4. Garray, Ben
5. Hernandez, Roger
6. Henning, John F. Jr.
7. Marcus, Linda
8. McAllister, Jane Esq.
9. McCarthy, John
10. Simini, Joseph P.



MISSION MINORITY CONTRACTORS ASSOCIATION  
BOARD OF DIRECTORS  
SECOND & THIRD ACTION YEAR

NAME

1. Carrillo, Jose J.
2. Cubidlo, August
3. De Leon, Henry
4. Lee, Melvin
5. Moulton, Daniel
6. Pacheco, Oris
7. Perez, Miguel
8. Silva, Angelo R.
9. Solis, Ray
10. Vasquez, Rudy





MISSION CHILDCARE CONSORTIUM INCORPORATED  
BOARD OF DIRECTORS  
SECOND & THIRD ACTION YEAR

NAME

1. Aspell, Tom
2. Becker, Bob
3. Derenzo, Helen
4. Scott, Jan
5. Spackman, Ena
6. Rivera, Oscar
7. Ross, Earl
8. Rodriguez, Paul
9. Vasquez, Cristina



MISSION COMMUNITY LEGAL DEFENSE, INCORPORATED  
BOARD OF DIRECTORS  
SECOND & THIRD ACTION YEAR

NAME

1. Bear, Lanayound
2. Contreras, Beral
3. Contreras, Fabian
4. Crane, Flor De Maria
5. Ezquerro, Luisa
6. Gracia, Celine
7. Hunter, Clever
8. Menjivar, Elsa
9. Menocal, Armando
10. Pifarre, Juan
11. Robinson, Clay
12. Rodriguez, Alfredo
13. Sala, Felie



MISSION PHYSICAL DEVELOPMENT  
BOARD OF DIRECTORS  
SECOND ACTION YEAR

1.     NAME
1.   Ayala, Chuck
2.   Bentley, Mark
3.   de la Torre, Fabio
4.   Gutierrez, Cruz
5.   Lopez, Roberto
6.   Velez, Jose
7.   Ardanaz, Joe
8.   Misuraca, Joseph
9.   Schumacher, Bob





MMNC

MISSION MODEL NEIGHBORHOOD CORPORATION

*Corporación del Barrio Modelo de la Misión*

1022 MISSION STREET  
SAN FRANCISCO, CALIF. 94110

PHONE - TELÉFONO No.  
(415) 282-4100

MISSION MODEL NEIGHBORHOOD CORPORATION STAFF

Ramon A. Barbieri, Executive Director

Elba Navarro, Administrative Assistant

Anne Marie Suafai, Office Manager

Esperanza Gonzales, Secretary

Constance Armenta, Part-time Secretary

Ana D. Varela, Secretary

Jose Hernandez, Controller, Centralized Accounting

Miguel Mayorga, Accountant, Centralized Accounting

Ralph Crane, Coordinator of Translation

Robert Richards, Research Coordinator

Vittorio Defilippi, Assistant Researcher/Organizer

Miguel Quiroz, Immigration Coordinator

Mima Parsons, Welfare Coordinator

Carlos Caceres, Librarian-Cultural and Equipment Center

Martha Jimenez, Part-time Secretary-Cultural & Equipment Center



# HASKINS & SELLS

CERTIFIED PUBLIC ACCOUNTANTS

44 MONTGOMERY STREET  
SAN FRANCISCO, CALIFORNIA 94104

March 6, 1974

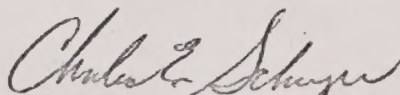
Mr. Ramon A. Barbieri, Director  
Mission Model Neighborhood Corporation  
2922 Mission Street  
San Francisco, California 94110

Dear Mr. Barbieri:

We have completed all field work with the exception of a few open items for each of the Model Cities Operating Agencies in the Mission Model Neighborhood Area. We are in the process of drafting our reports. As soon as the reports have been typed we would like to set up appointments with you and your representatives of the various agencies to review these reports. Hopefully, we will be able to render all the reports by the middle of March and in time for your year end published reports.

We will be calling you in the next few days to make the necessary arrangements for reviewing these reports.

Yours very truly,

  
Charles E. Schwyn

C/C - Mr. Richard Koeritz, Director  
of Administration  
City Demonstration Agency  
301 Second Street  
San Francisco, California 94107

INSTITUTE OF GOVERNMENT  
STUDIES LIBRARY  
FEB 11 1974  
UNIVERSITY OF CALIFORNIA

C123315088

INSTITUTE OF GOVERNMENTAL  
STUDIES LIBRARY

FEB 10 2025

UNIVERSITY OF CALIFORNIA



MISSION MODEL C

Mission Model Neighborhood Corp.  
2922 Mission Street  
San Francisco, California

Ramon A. Barbieri, Director  
282-4100

Mission Child Care Consortium  
2922 Mission Street  
San Francisco, California

Luis Diaz de Leon, Director  
648-5755

Mission Housing Development Corp.  
2922 Mission Street  
San Francisco, California

Jack Bourne, Director  
648-6113

Mission Reading Clinic  
3391-16th Street  
San Francisco, California

Eleanor Gaffney, Coordinator  
626-8183

OBECA/Arriba Juntos  
2940-16th Street  
San Francisco, California

Lee Soto, Director  
863-9307

Mission Lang. & Voc. School  
2929-19th Street  
San Francisco, California

Rosario Anaya, Director  
647-4567

\*PHASED OUT

MMNC: 3/18/74



